



Albury 2030 Theme One: A GROWING SUSTAINABLE ECONOMY									
1	Increase visitors to Albury and the surrounding region								
2	Improve visitor and resident's experiences								
3	Plan and cater for increased population growth								
4	Albury has a secure and well managed water supply								
5	Promote Albury for industry and business								
6	Integrated transport network for Albury								
7	Increased usage of bicycle and pedestrian networks								
8	Albury's infrastructure and assets are well managed and maintained								
This theme recognises the need to grow the city and its population so that businesses can confidently increase and expand their workforce. Integrated transport routes will meet the needs of this growing city and connect Albury to the national and global economy by road, rail and air. As a community, we will enhance, promote and maintain the built environment and be a leader in health and education services. Key outcomes were identified by the community in relation to this theme and completion of the strategic actions will help achieve these outcomes. The Four Year Delivery Program shows how Council projects, activities and services are undertaken each year to work towards the achievement of the strategic actions.									
Outcome 1.1 Increase visitors to Albury and the surrounding region									
2021-2022 priority actions to achieve this outcome include the implementation of the Albury Wodonga Destination Management Plan, the Murray River Experience, implementation of events, and ongoing collaboration with tourism partners.									
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN		DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.1.1		Promote tourism and enhance the Albury Wodonga region as a destination of choice – through a collaborative approach between all stakeholders and interest groups.	Mountain Bike Audit and Strategy Implementation	The creation of a premium mountain bike trail network to support local community riders and other mountain bike user needs, whilst minimising any negative impacts on the environment.	Mountain Bike Audit and Strategy Implementation	Mountain Bike Audit and Strategy Implementation		Service Leader City Landscapes	
			Implement the Albury Wodonga Destination Management Plan	Plan implemented as per identified priorities.	Implement the Albury Wodonga Destination Management Plan	Implement the Albury Wodonga Destination Management Plan	Implement the Albury Wodonga Destination Management Plan	Service Leader Business & Lifestyle	
			Implement the Albury Entertainment Business Plan	Plan implemented as per identified priorities.	Implement the Albury Entertainment Business Plan	Implement the Albury Entertainment Business Plan	Implement the Albury Entertainment Business Plan	Service Leader Business & Lifestyle	
			Implement AlburyCity Events Strategy	Strategy implemented; events presented in coordinated manner; event participation increases.	Implement AlburyCity Events Strategy	Implement AlburyCity Events Strategy	Implement AlburyCity Events Strategy	Service Leader Business & Lifestyle	
1.1.2		Improve access to and experiences available at Lake Hume and the Murray River - Maximizing use of natural assets.	Wagirra Trail - Ongoing Construction and Design	Undertake design and planning due diligence to enable Stage 3 of the Wagirra Trail to progress to construction phase	Wagirra Trial - construction	Wagirra Trial - construction	Wagirra Trial - construction	Service Leader City Landscapes	
			Mungabareena Aboriginal Place Management Plan Implementation	A much improved Mungabareena Reserve that will contribute positively to the health and wellbeing of the community.	Mungabareena Aboriginal Place Management Plan Implementation	Mungabareena Aboriginal Place Management Plan Implementation		Service Leader City Landscapes	
			Development of the Inland Water Safety Strategy	Strategy development outlining relevant actions.				Servcie Leader Community & Place	
1.1.3		Further develop and strengthen the City's visitor product and infrastructure. Ensure its effective marketing and promotion.	Wonga Wetlands Site Assessment for Potential Accommodation Opportunities	Delivery of matrix of preferred site locations at Wonga Wetland (if deemed feasible).				Service Leader Business & Lifestyle	
			RGETF - Murray River Experience - Wonga Wetlands Visitor Education and Experience Centre	A new visitor and experience centre at Wonga Wetlands.	Design and construction of new visitor education and experience centre	New visitor education and experience centre - construction		Service Leader Water & Wastewater	
1.1.4		Provide opportunities for history and heritage and cultural tourism	Promotion of MAMA through local and national sponsor networks	Increased visitation	Promotion of MAMA through local and national sponsor networks	Promotion of MAMA through local and national sponsor networks	Promotion of MAMA through local and national sponsor networks	Service Leader Community & Place	
			Continue to present annual Write Around the Murray Festival	Write Around the Murray Festival KPIs met and reported	Continue to present annual Write Around the Murray Festival	Continue to present annual Write Around the Murray Festival	Continue to present annual Write Around the Murray Festival	Service Leader Community & Place	
1.1.5		Understand the benefits of the visitor economy to the region.	Prepare Annual Visitor Economy Trend Analysis	Analysis produced and distributed	Prepare Annual Visitor Economy Trend Analysis	Prepare Annual Visitor Economy Trend Analysis	Prepare Annual Visitor Economy Trend Analysis	Service Leader Business & Lifestyle	
1.1.6		Increase focus on regional promotion of our tourism offer	Albury Wodonga Four Seasons Promotional Campaign	Develop a promotional campaign that leverages off Albury Wodonga's four distinct seasons to attract Melbourne and regional Victoria target audiences.	Albury Wodonga Four Seasons Promotional Campaign - delivery	Albury Wodonga Four Seasons Promotional Campaign - delivery	Albury Wodonga Four Seasons Promotional Campaign - delivery	Service Leader Business & Lifestyle	
1.1.7		Enhance the capacity of businesses to support the delivery of quality tourism experiences and outcomes	Implement the Albury Wodonga Destination Management Plan - industry development initiatives	Management Plan implemented as per plan priorities, growth in visitation, length of stay and spend achieved.	Implement the Albury Wodonga Destination Management Plan - industry development initiatives	Implement the Albury Wodonga Destination Management Plan - industry development initiatives	Implement the Albury Wodonga Destination Management Plan - industry development initiatives	Service Leader Business & Lifestyle	
How we will measure our progress		Visitor statistics; ranking in regional tourism indicators; number of employees in Albury accommodation, cafes and restaurants sector; sector percentage of Gross Regional Product							
Links to Workforce Management Strategy		Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							

Outcome 1.2 Improve visitor and residents' experiences								
2021-2022 priority actions to achieve this outcome include CBD Master Plan projects, priorities of the Urban and Public Art Strategy, and Place Making activities								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.2.1	Develop and present a range of events to attract and engage our diverse community	Placemaking Initiatives	Placemaking activation to facilitate the use of public spaces by the community and visitors.	Placemaking Initiatives	Placemaking Initiatives	Placemaking Initiatives	Service Leader Community & Place	
		Implement AlburyCity Events Strategy	New events identified where possible, annual program conducted; increase in attendance	Implement AlburyCity Events Strategy	Implement AlburyCity Events Strategy	Implement AlburyCity Events Strategy	Service Leader Business & Lifestyle	
1.2.2	To raise public awareness of and access to local community and cultural heritage.	LibraryMuseum Exhibition Program	Exhibition program delivered	Library Museum Exhibition Program	Library Museum Exhibition Program	Library Museum Exhibition Program	Service Leader Community & Place	
				Wonga Wetlands Carpark Refurbishment and Landscaping				
1.2.3	Understand, promote and encourage a sense of identity and place in the community			Community Tourism Awareness Campaign		Community Tourism Awareness Campaign	Service Leader Business & Lifestyle	
		AlburyCity Visual Art Acquisition Fund	New artwork acquisition for MAMA permanent collection	AlburyCity Visual Art Acquisition Fund	AlburyCity Visual Art Acquisition Fund	AlburyCity Visual Art Acquisition Fund	Service Leader Community & Place	
1.2.4	Continue to enhance Albury and Lavington CBDs.	Car Park - Wilson Street Car Park - New Deck (SVR)	The provision of at least one additional deck on the Wilson Street Car Park.	Car Park - Wilson Street Car Park - New Deck (SVR)	Car Park - Wilson Street Car Park - New Deck (SVR)		Service Leader City Projects	Car Par Asset Management Plan
		Albury and Lavington CBD Master Plan reviews	The review of Master Plans aims to grow and enhance the CBDs in a cohesive manner and to reinforce Albury and Lavington at the top of the regional hierarchy.				Service Leader City Development	
		Implement actions from the Graffiti Management Plan.		Implement actions from the Graffiti Management Plan.	Implement actions from the Graffiti Management Plan.	Implement actions from the Graffiti Management Plan.	Service Leader Community & Place	
1.2.5	Encourage innovative and modern design for the built and natural environment - maximise community choice and vibrancy					Comprehensive Review of Albury Development Control Plan 2010	Service Leader City Development	
1.2.6	Promote and provide high quality visitor information and services across Albury's public access facilities	Albury Wodonga Signage Strategy (Interpretative and Directional)	Consolidate tourism related signage including improved interpretation signage and identify mechanisms to increase directional signage (aligning to NSW and Victorian State Government Guidelines).				Service Leader Business & Lifestyle	
		Albury Historical Walking Tour Bollard Redevelopment and Installation	Delivery and installation of new or refreshed Albury's CBD Historic Walking Tour bollards that feature vAW revised brand.				Service Leader Business & Lifestyle	
1.2.7	Ensure urban and public art is integral to Albury's landscape.	Albury Wodonga Arts and Cultural Festival	To deliver a major festival for the benefit of the community and to attract visitation.				Service Leader Business & Lifestyle	
		Summer Place Annual Commission	A short term temporary structure that is innovative, ground breaking and unique, attracting national attention from the art and architecture community.	Summer Place Annual Commission	Summer Place Annual Commission	Summer Place Annual Commission	Service Leader Community & Place	
			High quality, visual artworks, combined with plantings for beautification purposes and to serve as part of a Graffiti Management Strategy.	Gateway Urban and Public Art Commissions	Gateway Urban and Public Art Commissions	Gateway Urban and Public Art Commissions	Service Leader Community & Place	
		NSW State Member's Walk - Relocation and Refurbishment - Stage 2	Relocate and refurbish the trail that celebrates the state members of parliament	Mural and Street Art Strategy Implementation			Service Leader Community & Place	
				Airport Public Art Installation - Aboriginal Community			Service Leader Community & Place	
1.2.8	Ensure venues and facilities attract visitation and improve the lifestyle offer of the city	Eastern Hill Activation Plan	Development of a Master Plan for Eastern Hill that will inform the future development and maintenance of the site.			Botanic Gardens - Elm Ave Redevelopment	Service Leader City Landscapes	
		Murray River Experience - Regional Growth, Environment and Tourism Fund - Albury Riverside Precinct Construction	To improve public infrastructure along the Murray River, which will contribute positively to the health and wellbeing of the community and visitors to Albury.	Albury Riverside Precinct Construction	Albury Riverside Precinct Construction	Oddies Creek Park Play Space Stage 3 Splash Park	Service Leader City Landscapes	
		Lavington Sports Ground Redevelopment - Stage 3 Projects	Enhanced and new infrastructure, assets and amenity within the Lavington Sports Ground Precinct.			Lavington Sports Ground - Enhanced Event Infrastructure	Service Leader Business & Lifestyle	Building Asset Management Plan

		Albury Entertainment Centre Theatre Stage Managers Desk	Design fit for purpose equipment with potential manufacturer, providing improved venue staff and hirer usability and experience, along with increased safety.	Albury Entertainment Centre Theatre Follow Spot Light Replacement			Service Leader Business & Lifestyle	Building Asset Management Plan
		Albury Entertainment Centre Theatre Sound System Replacement	Improved hirer and patron experience	Albury Entertainment Centre Audio Visual Upgrade			Service Leader Business & Lifestyle	
		Construction of 150mm Water Main to Service New Wonga Wetlands Interpretive Centre Precinct	2.8km of 150mm water main from Pemberton Street West Albury to Splitters Creek.				Service Leader Water & Wastewater	Water Asset Management Plan
How we will measure our progress.	Albury Community Satisfaction Survey; Albury Visitor Information Centre statistics, including number of walk-ins, enquiries and services provided.							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
Outcome 1.3 Plan and cater for increased population growth								
2021-2022 priority actions to achieve this outcome include sewer pump upgrades, treatment plant works, and the delivery of Albury Development Control Plan objectives.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.3.1	Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs.	Albury and Lavington CBD Master Plan Reviews (Including Cultural Precinct Master Plan)	Collective vision and long-term planning framework for both CBDs through consultation and planning				Service Leader City Development	
1.3.2	Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities	Strategic Land Acquisition - Open Space areas - Thurgoona Wirlinga Structure Plan		Strategic Land Acquisition - Open Space areas - Thurgoona Wirlinga Structure Plan	Strategic Land Acquisition - Open Space areas - Thurgoona Wirlinga Structure Plan	Strategic Land Acquisition - Open Space areas - Thurgoona Wirlinga Structure Plan	Service Leader City Landscapes	
		Road - Thurgoona Link Roads Stage One	Construction of a road network to service the surrounding areas. The proposed link road has a 40m wide road reserve corridor and expected to have a significant impact on the environment and surroundings.	Road - Thurgoona Link Roads Stage One	Road - Thurgoona Link Roads Stage One	Road - Thurgoona Link Roads Stage One	Service Leader City Projects	Roads Asset Management Strategy
		Recycled Water Management Plan	A complete and comprehensive Recycled Water Management Plan.	Gravity Main from West Albury to Kremur Street Pump Station	Thurgoona North Sewerage Infrastructure - Kerr Rd Connection		Service Leader Water & Wastewater	
		City Wide Heritage Review	Greater awareness and appreciation of Heritage in the built environment, including better overall management of places and items of heritage significance.	Albury Local Housing Strategy (Inclusive of Affordable Housing)	Infrastructure Contributions Plan Review (Stage 2)	Albury Local Environment Plan Review	Service Leader City Development	
		Health Precinct Master Plan	Health Precinct Master Plan including urban design guidance and implementation plan.	Thurgoona Wirlinga Precinct Structure Plan Review			Service Leader City Development	
		Development of a Fleet Management Strategy/Plan	Development of Plan				Serice Leader City Projects	Fleet Asset Management Plan
				Glenmorus Gardens - Irrigation and Drainage Plan	Glenmorus Gardens - Relocation Water Main and Irrigation at Section 1 and 2	Glenmorus Gardens - Retrofit Existing Cemetery Areas with Concrete Beams	Service Leader Community & Place	
				Glenmorus Gardens - Retrofit Existing Cemetery Areas with Concrete Beams	Glenmorus Gardens - Retrofit Existing Cemetery Areas with Concrete Beams		Service Leader Community & Place	
				Glenmorus Gardens - Landscape Master Plan - Dam Remediation and Catchment Development			Service Leader Community & Place	
				Waugh Road Cemetery - Retrofit Existing Cemetery Areas With Concrete Beams.			Service Leader Community & Place	
					Strategy Implementation of Thurgoona/Wirlinga Precinct Structure Plan	Lake Hume and Table Top Village Structure Plans	Service Leader City Development	
				Strategic Planning - Masterplans Review/New Projects	Strategic Planning - Masterplans Review/New Projects	Strategic Planning - Masterplans Review/New Projects	Service Leader City Development	
					Albury Land Use Strategy		Service Leader City Development	
				Thurgoona East - Gravity Main From Sewer Pump Station 59 (Lindisfarne) to the Western Boundary of 125 Kerr Road	Thurgoona East - Gravity Main From Sewer Pump Station 59 (Lindisfarne) to the Western Boundary of 125 Kerr Road	Thurgoona North - New Gravity Sewer Main from the South Side of Ettamogah Road to the West End of Whittler Road	Service Leader Water & Wastewater	
				Sewer Pump Station 59 (Lindisfarne) - Upgrade Pumping Capacity	Sewer Pump Station Number 59 (Lindisfarne) - Augment Existing DN375 Pumping Main with Additional DN450 x 1350 m Pumping Main.		Service Leader Water & Wastewater	

				Seal Existing Gravity Main from Sewer Pump Station (Jelbart Road) to SMH T1243A at the Eastern End of Corry's Road.	Seal Existing Gravity Main from Sewer Pump Station (SPS) 37 (Jelbart Road) to SMH T1243A at the Eastern End of Corry's Road (Component 14a of Project)		Service Leader Water & Wastewater	
				Gravity Main - Jelbart Road to the Eastern End of Corry's Road	Gravity Main - Jelbart Road to the Eastern End of Corry's Road	Gravity Main from Sewer Pump Station number 37 (Jelbart Road) to Sewer Manhole T1243A at the Eastern End of Corry's Road (Component 14c, and components 14g to j of the sewer strategy).	Service Leader Water & Wastewater	
					Sewer Pump Station 48 (Kremur Street) - Decommissioning of Existing Infrastructure		Service Leader Water & Wastewater	
					Sewer Pump Station Number 48 Kremur Street - Installation of Odour Control Infrastructure		Service Leader Water & Wastewater	
					Extension of Existing Horseshoe Lagoon Sewer Rising Main with a New Gravity Main to Pond 1	Extension of Existing Horseshoe Lagoon Sewer Rising Main with a New Gravity Main to Pond 1	Service Leader Water & Wastewater	
						Modifications to Pipework/Valving at Waterview Distribution Dam to Allow Effluent to Flow Back to Kremur St.	Service Leader Water & Wastewater	
1.3.3	Continue to support the rollout and encourage utilisation of the National Broadband Network (NBN)							
1.3.4	Ensure telecommunications, gas and electricity supply networks have the capacity to support city growth and development	Liaise with asset providers on future growth and expansion	Future growth well considered, planned and provided	Liaise with asset providers on future growth and expansion	Liaise with asset providers on future growth and expansion	Liaise with asset providers on future growth and expansion	Service Leader Business & Lifestyle	
How we will measure our progress	Albury Development Monitor; population growth through Australian Bureau of Statistics; annual development statistics							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
Outcome 1.4 Albury has a secure and well managed water supply								
2020-2021 priority actions to achieve this outcome include water and sewer projects and strategies, water main augmentation and reservoir upgrades								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.4.1	Implement initiatives to reduce potable water consumption - for residents, business and industry	Albury Water Reticulation - Annual Meter Replacement Program	Replacement of 900 – 1100 water meters.	Albury Water Reticulation - Annual Meter Replacement Program	Albury Water Reticulation - Annual Meter Replacement Program	Albury Water Reticulation - Annual Meter Replacement Program	Service Leader Water & Wastewater	Water Asset Management Plan
1.4.2	Improve water security by considering, where applicable, alternate water supply opportunities for consumption and community use	Refer actions below 1.4.3						
1.4.3	Plan and implement for the sustainable provision of infrastructure and facilities to support long term growth and development of the City.	Upgrades to Water Reservoir (WR) 9, 17, 22A and 22B	Upgraded reservoirs maintaining an effective and compliant water reservoir system.	Renew Raw Water Pumping Station (WPS) 1 Intake Works Staging and Intake Structures	Renew Raw Water Pumping Station (WPS) 1 Intake Works Staging and Intake Structures		Service Leader Water & Wastewater	Water Asset Management Plan
		Water Pump Station (WPS) 11, East Albury Replacement of Pumps and Electric Motors	A more efficient pumping system.	Water Pump Station (WPS) 11, East Albury Replacement of Pumps and Electric Motors	Re-chlorination unit Thurgoona Drive at Wirlinga clear water booster pumping station site	Re-chlorination unit Thurgoona Drive at Wirlinga clear water booster pumping station site	Service Leader Water & Wastewater	Water Asset Management Plan
		600mm trunk main from Albury Water Filtration Plant to Riverina Highway/Kerr Road intersection	Increased volumes of water supplied into the Thurgoona/Wirlinga growth corridor and reduced risk to the overall supply network through having a second major trunk main.	600mm trunk main from Albury Water Filtration Plant to Riverina Highway/Kerr Road intersection	600mm trunk main from Albury Water Filtration Plant to Riverina Highway/Kerr Road intersection	600mm trunk main from Albury Water Filtration Plant to Riverina Highway/Kerr Road intersection	Service Leader Water & Wastewater	Water Asset Management Plan
		Annual Sewer Rehabilitation Program	CCTV inspected sewer mains with a condition assessment, patched, relined or pipe burst sewer mains to extend serviceable life.	Annual Sewer Rehabilitation Program	Annual Sewer Rehabilitation Program	Annual Sewer Rehabilitation Program	Service Leader Water & Wastewater	Sewerage Asset Management Plan
		Water Supply Energy Efficiency Strategy Implementation	More water supply assets with variable frequency drives and electric motors and higher efficiency pumps installed in in line with a safe and compliant design. Reduction in the cost of energy.	Water Supply Energy Efficiency Strategy Implementation	Water Supply Energy Efficiency Strategy Implementation	Water Supply Energy Efficiency Strategy Implementation	Service Leader Water & Wastewater	

		Water Infrastructure for Thurgoona-Wirlinga Growth Precinct	Increased volumes of water supplied into the Thurgoona/Wirlinga growth corridor and reduced risk to the overall supply network through having a second major trunk main.	Water Infrastructure for Thurgoona-Wirlinga Growth Precinct	Water Infrastructure for Thurgoona-Wirlinga Growth Precinct	Water Infrastructure for Thurgoona-Wirlinga Growth Precinct	Service Leader Water & Wastewater	Water Asset Management Plan
		Sewer Projects Upgrade and Equipment Replacements	Critical equipment repairs and replacements after failure.	Sewer Projects Upgrade and Equipment Replacements	Sewer Projects Upgrade and Equipment Replacements	Sewer Projects Upgrade and Equipment Replacements	Service Leader Water & Wastewater	Sewerage Asset Management Plan
		Waterview Pines Plantation - Revegetation	Rehabilitated landscape in replace of the pines.	North Hamilton Valley Sewerage Extension	North Hamilton Valley Sewerage Extension		Service Leader Water & Wastewater	
		Water Filtration Plant Masterplan	Plan developed.				Service Leader Engagement	Water Asset Management Plan
				Wonga Machinery Shed Fit Out			Service Leader Water & Wastewater	
				Demolish and rehabilitate reservoirs WR2, East Albury Inground and WR12, Nail Can Inground.			Service Leader Water & Wastewater	
				Upgrade Pump Capacity of Sewage Pump Station (SPS) Number 37 - Jelbart Road Options Analyses and Concept Design	Upgrade Pump Capacity of Sewage Pump Station (SPS) Number 37 - Jelbart Road Options Analyses and Concept Design		Service Leader Water & Wastewater	
1.4.4	Maintain a quality water supply for the health of the community	Annual Water Main Replacement/Renewal Program	20 sections of water mains (approx. 3,250 metres) replaced/renewed.	Annual Water Main Replacement/Renewal Program	Annual Water Main Replacement/Renewal Program	Annual Water Main Replacement/Renewal Program	Service Leader Water & Wastewater	Water Asset Management Plan
		Water Supply Projects Upgrade and/or Equipment Replacement	Critical equipment repairs, replacements and upgrades	Water Supply Projects Upgrade and/or Equipment Replacement	Water Supply Projects Upgrade and/or Equipment Replacement	Water Supply Projects Upgrade and/or Equipment Replacement	Service Leader Water & Wastewater	Water Asset Management Plan
		Water Filtration Plant A and B Replace/Upgrade Electrical Control Systems	Modern operator interface representing accurate real-time data, new contemporary PLC platforms providing a 90% automated process.				Service Leader Water & Wastewater	
		Water infrastructure Supervisory Control and Data Acquisition (SCADA) System, Telemetry and Instrumentation Upgrade	To deliver a simplified operator interface for the water pumping and storage network, representing real time field/system data including hydraulic processes and infrastructure condition.	Water infrastructure Supervisory Control and Data Acquisition (SCADA) System, Telemetry and Instrumentation Upgrade	Water infrastructure Supervisory Control and Data Acquisition (SCADA) System, Telemetry and Instrumentation Upgrade		Service Leader Water & Wastewater	
		Water Mains Cleaning Programme	All water mains 80-250mm in Thurgoona and West Albury cleaned using air scouring	Water Mains Cleaning Programme	Water Mains Cleaning Programme	Water Mains Cleaning Programme	Service Leader Water & Wastewater	
		Water Filtration Plant A Refurbish Filter Plenums and Replace Filter Media	Options analysis for filter media redesign. Specification and tender documentation completed for the work required. New filter media, nozzles and underdrains for Water Filtration Plant A.				Service Leader Water & Wastewater	
		Refurbishment Water Filtration Fluoridation Units	Improved filter performance in Water Filtration Plant A.	Refurbishment Water Filtration Fluoridation Units			Service Leader Water & Wastewater	
		Backflow Prevention - Mobile Solutions to Improve Compliance	This project will mitigate risks to AlburyCity's provision of clean safe drinking water and will enable improvements within activities that assure the ongoing management of these risks.				Service Leader Engagement	
		Water Pump Station (WPS) 2 Low Lift - Reclad of Existing Pump Station Building	Replace weathered timber cladding with Colourbond and insulation.				Service Leader Water & Wastewater	
		Waterview Electrical Switchboards Protective Buildings	Modify two existing buildings -sShed slab replacement, replacement of corroded/damaged materials.				Service Leader Water & Wastewater	
		Sewer Pump Station (SPS) 36 Mate Street - Upgrade the Civil and Hydraulic Components	Construction of a pump station, valve pit and flow meter pit to allow effective emergency anmanhole upstream of the wet-well.				Service Leader Water & Wastewater	
		Chlorine Booster Stations - Flow Meter Standardisation	Upgrade and replace the three flow meters at WPS 9 Burrows Rd, WPS 28 Tabletop Rd and WPS 31 Riverina Hwy Chlorine Booster Pumping Stations.				Service Leader Water & Wastewater	
How we will measure our progress	Per capita water consumption and NSW Government Water Management indicators							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Developing Our People - AlburyCity has the right mix of capable people to ensure excellent service delivery.							

Outcome 1.5 Promote Albury for industry and business								
2021-2022 priority actions to help achieve this outcome include implementation of the Economic Development Marketing Strategy, development and infrastructure planning, and ongoing participation in the Evocities program								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.5.1	Promote Albury as a major regional economy and the regional city of choice for lifestyle, career and investment opportunities	Participate in Evocities campaign	Ongoing participation and achievement of key performance indicators	Participate in Evocities campaign	Participate in Evocities campaign	Participate in Evocities campaign	Service Leader Business & Lifestyle	
				Albury Aviation and Marketing Strategy Renewal			Service Leader Business & Lifestyle	
1.5.2	Develop a program to encourage local business to promote Albury through its business networks	Implement Economic Development Marketing Strategy	Increased promotion of city by local businesses	Implement Economic Development Marketing Strategy	Implement Economic Development Marketing Strategy	Implement Economic Development Marketing Strategy	Service Leader Business & Lifestyle	
1.5.3	Businesses and industries to participate in best practice sustainable programs.	Promote access to sustainability programs for business and industry	Program completed.				Service Leader City Deveopment	
1.5.4	Ensure access to medical and health services, health training and educational services. Ensure effective precinct planning to promote growth of these services.	Implement the University of NSW Rural Clinical School Medical Scholarship Program	Program marketed and implemented.				Service Leader Community & Place	
1.5.5	Support and promote business and business opportunities across all sectors to continue to foster economic diversity				Arts Incubator Feasibility Study - Creative Economy Strategy Implementation		Service Leader Community & Place	
1.5.6	Advocate and explore the provision of incentives to encourage business expansion and job creation	Implement Economic Development Incentive Program	Program implemented	Economic Development Incentive Program	Economic Development Incentive Program	Economic Development Incentive Program	Service Leader Business & Lifestyle	
1.5.7	Ensure high quality support infrastructure and services are available to facilitate industry and business growth	Smollett Street Sewer Capacity Upgrade	Reliable sewer gravity pipeline that is designed to cater for future capacity				Service Leader Water & Wastewater	Sewer Asset Management Plan
		Albury Entertainment Centre Upgrading of Sound and Lighting Equipment throughout the Venue	Upgrade of the audio visual, sound and lighting meets the needs of the Venue's maintenance schedule for continued upgrade of equipment to satisfy market demand and expectations.	Albury Entertainment Centre Upgrading of Sound and Lighting Equipment throughout the Venue	Albury Entertainment Centre Upgrading of Sound and Lighting Equipment throughout the Venue		Service Leader Business & Lifestyle	Building Asset Management Plan
				Strategic Land Acquisition / Disposal - Industrial/Commercial		Nexus Stage 1 Subdivision Works	Service Leader Business & Lifestyle	
		Albury Entertainment Centre - Convention Wing Expansion	Upgrade and expansion of Albury Entertainment Centre Convention Wing to increase venue capacity and grow the visitor economy.	Albury Entertainment Centre - Convention Wing Expansion	Albury Entertainment Centre - Convention Wing Expansion		Service Leader Business & Lifestyle	Building Asset Management Plan
How we will measure our progress	Gross Regional Product at sector level; percentage of working age in population; unemployment rate							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Leading Our People - Our leaders demonstrate the organisations values and principles and reinforce our desired culture							
Outcome 1.6 Integrated transport network for Albury								
2021-2022 priority actions to help achieve this outcome include the development of the Integrated Transport Strategy, implementation of the Parking Strategy, and Albury Airport works.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.6.1	Develop integrated transport opportunities to improve connectivity and access to housing, employment and services through a range of transport options	Albury Development Control Plan 2010 - Off Street Car Parking Review	An audit of current controls to ensure contemporary approaches.				Service Leader City Development	Car Park Asset Management Plan
		Integrated Transport Strategy Development	Document to guide future transport options				Service Leader City Projects	Roads Asset Management Plan
		Continue to progress the upgrade of the Davey Road Interchange and encourage utilisation of the Ettamogah Rail Hub	Government funding commitments				Service Leader City Projects	Roads Asset Management Plan


1.6.2	Improve CBD accessibility.	Car Park - Volt Lane Car Park Counter Replacement	The installation of a new carpark counter system at the Volt Lane Carpark.				Service Leaders Assets, Sustainability & Environment	Car Park Asset Management Plan
		Implement initiatives identified in Parking Strategy.	Initiatives implemented.	Implement initiatives identified in Parking Strategy.	Implement initiatives identified in Parking Strategy.	Implement initiatives identified in Parking Strategy.		Car Park Asset Management Plan
1.6.3	Advocate for and improve passenger bus and train services between capital cities, surrounding communities and within city limits.	Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)	Seven fully compliant bus shelters and six fully compliant bus seats, with associated concrete pads, connecting footpath and TGSIs.	Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)	Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)	Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)	Service Leader City Projects	
1.6.4	Continue to develop the Airport – to grow passenger numbers.	Albury Airport - Reshape and Strengthen Taxiway Bravo	Reconstructed Taxiway Bravo.	Albury Airport - Reshape and Strengthen Taxiway Bravo			Service Leader Business & Lifestyle	
		Albury Airport - General Aviation Development (Western Precinct)	Develop a functional design to meet the aviation related needs of our emergency service partners and GA community through a collaborative and informed approach.	Albury Airport - General Aviation Development (Western Precinct)	Albury Airport - General Aviation Development (Western Precinct)	Albury Airport - Construction of Road to Airport Western Precinct	Service Leader Business & Lifestyle	
		Albury Airport - Extension of Taxiway C Stage 2 (Turning Node)	Extended Taxiway to enable multiple egress points off the Runway; including Taxiway LED lighting consistent with current lighting array.	Albury Airport - Extension of Taxiway C Stage 2 (Turning Node)		Albury Airport - Construction of New Aero-Medical Apron	Service Leader Business & Lifestyle	
		Albury Airport - Gate 1 Route Sealing	Sealed surface for vehicle traffic compliance with all regulatory requirements including compliance with all regulatory requirements.	Albury Airport - Relocate Airport BOM Weather Station		Albury Airport - Extension of Taxiway A to Join Aero-Medical Apron and Runway 07 Threshold	Service Leader Business & Lifestyle	
		Albury Airport - Committee Governance	This project is to undertake review of the Albury Airport User Advisory Committee (AAUAC) organisational structure and governance in order to determine the future of the AAUAC provides Council contemporary recommendations based on the both National and Global aviation industry activity.	Albury Airport - Northern Apron Resurfacing (Construction)		Albury Airport - Construction of Multi-Use Aircraft Apron	Service Leader Business & Lifestyle	
		Albury Airport - Close Open Drainage	This project will close the open draining, ensuring compliance with the MOS 139 and safe operations at Albury Airport.	Albury Airport - Car Park System Upgrade			Service Leader Business & Lifestyle	Drainage Asset Management Plan
1.6.5	Develop and promote the Inland Rail Freight Corridor and other rail freight improvements	Continue to monitor the progress of associated freight and passenger service projects, and facilitate/advocate as required.	Continue to provide input advocacy into the local design requirements for Inland Rail infrastructure. Promote the economic benefits of Inland Rail to business and key stakeholders.				Service Leader Business & Lifestyle	
1.6.6	Promote access to taxis and other ride share services for all members of the community. Plan for additional services in areas of peak demand.	Implement relevant priorities outlined in Integrated Transport Strategy					Service Leader City Projects	
How we will measure our progress	Public transport infrastructure; car parking availability; and intersection and road network efficiency							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Developing Our People - AlburyCity has the right mix of capable people to ensure excellent service delivery.							
Outcome 1.7 Increased usage of bicycle and pedestrian networks								
2021-2022 priority actions to help achieve this outcome include the implementation of the bicycle program and pedestrian access and mobility plan projects.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.7.1	Improve infrastructure and opportunities for walking and cycling	Footpath/Bikepath - Accessibility Improvements to Meet Disability Discrimination Act (DDA) Requirements	Disability Discrimination Act compliant pedestrian infrastructure in Albury and Lavington CBDs.	Footpath/Bikepath - Accessibility Improvements to Meet Disability Discrimination Act (DDA) Requirements	Footpath/Bikepath - Accessibility Improvements to Meet Disability Discrimination Act (DDA) Requirements	Footpath/Bikepath - Accessibility Improvements to Meet Disability Discrimination Act (DDA) Requirements	Service Leader City Projects	Roads Asset Management Plan
		Standard Footpath Program	Construction of new footpath across our city to improve connectivity between the existing network and expand the network in established residential areas.	Standard Footpath Program	Standard Footpath Program	Standard Footpath Program	Service Leader City Projects	Roads Asset Management Plan
		Cycleways and Active Transport Program	Improvements to pedestrian and cycle infrastructure.	Cycleways and Active Transport Program	Cycleways and Active Transport Program	Cycleways and Active Transport Program	Service Leader City Projects	Roads Asset Management Plan
		Lavington Jindera Shared Path Feasibility Study	A complete comprehensive study into the feasibility of a shared path along Urana Road between Lavington and Jindera.	Nail Can Hill Walking/Cycle Track Rationalisation and Upgrade		Nail Can Hill Walking/Cycle Track Rationalisation and Upgrade	Service Leader Assets, Sustainability and Environment	Roads Asset Management Plan
		Footpath/Bikepath - Urana Road (Heathwood to Pearsall)	Connect the existing Urana Road path, which concludes at Heathwood Avenue, to the existing path to the north out the front of Pioneer Park.				Service Leader Assets, Sustainability and Environment	Roads Asset Management Plan
		Albury CBD Bike Loop	Implementation of on-road cycle lanes within the CBD	Albury CBD Bike Loop			Service Leader City Projects	Roads Asset Management Plan

1.7.2	Promote bicycle travel as efficient and healthy alternative to car travel – infrastructure and businesses to support this with end of trip facilities	Implement priorities of Albury Bicycle Plan	Priorities implemented as scheduled	Implement priorities of Albury Bicycle Plan	Implement priorities of Albury Bicycle Plan	Implement priorities of Albury Bicycle Plan	Service Leader City Projects	Roads Asset Management Plan
1.7.3	Ensure effective connectivity between pedestrian and cyclist networks with all forms of transport	Implement Pedestrian Access and Mobility Plan projects	Community consulted. Future works program generated. Improved pedestrian safety.	Implement Pedestrian Access and Mobility Plan projects	Implement Pedestrian Access and Mobility Plan projects	Implement Pedestrian Access and Mobility Plan projects	Service Leader City Projects	Roads Asset Management Plan
How we will measure our progress	Length of available bicycle lanes; usage of bike paths; available bike parking locations; bike safety and promotion activities; bike path connectivity; pedestrian facilities implemented							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
Outcome 1.8 Albury's infrastructure and assets are well managed and maintained								
2021-2022 priority actions review of the Asset Management Strategy and implementation of Asset Plan works.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
1.8.1	Determine infrastructure and service levels through balancing community needs, future growth, sustainability and heritage values	Building - MAMA Passenger Lift Replacement	Maintain Council facility.		MAMA External Facade Painting and Deck		Service Leader Assets, Sustainability and Environment	Build Asset Management Plan
		Main Sewage Pump Station and New Rising Main (Wodonga Place Depot)	A new main sewer pump station and rising main to keep up with the city's growth demand.	Main Sewage Pump Station and New Rising Main (Wodonga Place Depot)	Main Sewage Pump Station and New Rising Main (Wodonga Place Depot)	Main Sewage Pump Station and New Rising Main (Wodonga Place Depot)	Service Leader Water & Wastewater	Sewer Asset Management Plan
		Hawksview Road Construction	New road with improved safety and usability for all users.		Splitters Creek Road Construction		Service Leader City Projects	Roads Asset Management Plan
		Waterview Stage Two Wastewater Treatment Plant	Design and construction of wastewater treatment infrastructure that will meet the future capacity requirements of a thriving and growing city.	Waterview Stage Two Wastewater Treatment Plant	Waterview Stage Two Wastewater Treatment Plant	Waterview Stage Two Wastewater Treatment Plant	Service Leader Water & Wastewater	Sewer Asset Management Plan
		Thurgoona Gravity Main Linking Sewer Pump Station 59 (Lindisfarne) with Hawkscote Estate.	Development of a new sewer gravity main to provide additional capacity for future development.	Thurgoona Gravity Main Linking Sewer Pump Station 59 (Lindisfarne) with Hawkscote Estate.			Service Leader Water & Wastewater	Sewer Asset Management Plan
		Libraries and Cultural Collections Database Upgrade	Research into best practice cultural collection databases.				Service Leader Community & Place	
		Road and Drain Rehabilitation	Maintain AlburyCity's road and storm water drainage network to an acceptable standard.	Road and Drain Rehabilitation	Road and Drain Rehabilitation	Road and Drain Rehabilitation	Service Leader Assets, Sustainability and Environment	Roads Asset Management Plan/Drainage Asset Management Plan
		Monument Hill Monument Structure Repainting	The monument to be repainted in a similar colour to existing				Service Leader Assets, Sustainability and Environment	
		Administration Building Air Conditioning Plant Replacement	Repairs and replacement of parts in the existing air handling system				Service Leader Assets, Sustainability and Environment	Building Asset Management Plan
		Bunton Park Dilapidations Works	Water tight building complying with Work Health and Safety regulations.				Service Leader Assets, Sustainability and Environment	Building Asset Management Plan
		Footpath/Bikepath - Lavington Union Road (Burrows to the Fiveways)	Footpath/bikepath construction.			Road - Bowna Park Drive (Old Sydney Road to Pelican Lane)	Service Leader Assets, Sustainability and Environment	Roads Asset Management Plan
		Depot Relocation Feasibility Study	Review existing space and alternate locations.				Service Leader Assets, Sustainability and Environment	
		Road - Kiewa Street (Hume to Smollett) Revitalisation - Design	Reconstruction of road within the CBD.				Service Leader City Projects	Roads Asset Management Plan
		Road - Airport Drive Widening (Riverina Highway)	Pavement widening of Airport Drive.	Road - Thurgoona Drive/Shuter Avenue Intersection	Road - Burma Road Construction		Service Leader City Projects	Roads Asset Management Plan
		Replacement of Biological Oxygen Demand (BOD) Total Kjeldahl Nitrogen (TKN) Analytical Equipment to Maintain National Association of Testing Authorities (NATA) Accreditation.	The procurement and delivery of analytical equipment.				Service Leader Water & Wastewater	
		Water Filtration System Monitoring and Redundancy Expansion	Installation of pumps, valves, pipework, monitoring equipment and associated electronics and telemetry.				Service Leader Water & Wastewater	
		Water Pump Station 5 Main Pump Station Replacement of Valves	Replacement of valves.				Service Leader Water & Wastewater	
		Brooklyn Fields Stage 3 and Lipsett Sewer Pump Station Gravity Main	Sewer main replacement and extension.				Service Leader Water & Wastewater	Sewer Asset Management Plan
		Kremur Street Wastewater Treatment Plant (WWTP) Aeration Upgrade	New aeration system installed for the Kremur Street Wastewater Treatment Plant.				Service Leader Water & Wastewater	
		South Albury Levee - Australia Park	Construction and realignment of a section of the existing South Albury Levee.				Service Leader City Projects	Drainage Asset Management Plan

		Drainage - Reconstruction Lavington Drain East Branch (Wagga Rd to Griffith Rd)	A reconstructed segment of open stormwater drain.	Drainage - Reconstruction Lavington Drain East Branch (McMaster to Webb St)			Service Leader Assets, Sustainability and Environment	Sewer Asset Management Plan/Drainage Asset Management Plan
		Drainage - Reconstruction Holmwood Cross Drain (Elm St to Albury TAFE)	A reconstructed segment of open stormwater drain.	Drainage - Retarding Basin Upgrade Design (Rear 24 Lexington Place)			Service Leader Assets, Sustainability and Environment	Sewer Asset Management Plan/Drainage Asset Management Plan
				Drainage - Upgrade Design and Investigation Lavington Drain East Branch (Mungabareena Drain to Borella Rd)			Service Leader Assets, Sustainability and Environment	
		Implementation of Flood Mitigation Strategies		Implementation of Flood Mitigation Strategies		Implementation of Flood Mitigation Strategies	Service Leader City Projects	
				Aloysius Park Changeroom Upgrade (Design Phase)	Jelbart Park Master Plan - Design and Investigations		Service Leader City Landscapes	
				Aloysius Park Changeroom Upgrade (Design Phase)	Jelbart Park Master Plan - Design and Investigations		Service Leader City Landscapes	
1.8.2	Adopt an integrated approach to planning and understanding of community assets and infrastructure	Drainage - Bungambrawartha Creek Outfall	Well managed and maintained stormwater infrastructure		Road - Doctors Point Road (1:15 Flood Resilience)	Lighting - Kerr Road	Service Leader City Projects	Sewer Asset Management Plan/Drainage Asset Management Plan
		Road - Perryman Lane (Sargeant to Existing Seal - 1200m East)	Upgrade and constructionof sealed roads.	Road - Garden Street (Dean to Paine)	Road - Dean Street/Thurgoona Street Intersection	Road - Plover Street (Baratta to Bralgon)	Service Leader City Projects	Road Asset Management Plan
		Bungambrawartha Creek Naturalisation Feasibility Assessment	Detailed feasibility report	Drainage - Dean Street/Macauley Street		Drainage - Young Street Open Drain	Service Leader City Projects	
		Road - Centaur Road (Overend to Mudge)	Upgrade and constructionof sealed roads.		Road - Plover Street (Corella to Baratta)	Road - Plover Street (Calimo to Open Drain)	Service Leader City Projects	Road Asset Management Plan
					Road - Butt Street (Jamieson to Percy)	Road - Panmure Street (Olive to Macauley)	Service Leader City Projects	
		Road - Keene Street (Borella to North)	Upgrade and constructionof sealed roads.	Road - Keene Street (Borella to North)	Road - Keene Street (Borella to North)	Road - Grafton Street (Thurgoona to Sackville)	Service Leader City Projects	Road Asset Management Plan
				Road - Kiewa Street (Hume to Smollett)	Road - Kiewa Street (Hume to Smollett)	Road - Asset Renewal as per Asset Management Plan (SVR)	Service Leader City Projects	
		Building - Retaining Wall Design (Schubach St, Rear of 26 Pilbara Place)	Design of works.		Car Park - Volt Lane Upper Deck Safety Review	Administration Building - Address Water Infiltration Issues in Basement	Service Leader City Projects	
		Review and Development of Engineering Design Guidelines	Guidelines completed.			Capital Works Program (PROJECTS TO BE CONFIRMED)	Service Leader City Projects	
		Albury Entertainment Centre - Theatre Profile Lights	Purchase and delivery of theatrical lighting, installation, and operation of equipment			Building - Albury Entertainment Centre Theatre Fly System	Service Leader Business & Lifestyle	
		LibraryMuseum External Painting and Panelling Update	Works completed.				Service Leader Community & Place	Building Asset Management Plan
		Pumphouse - Remediation	Works completed.				Service Leader Community & Place	Building Asset Management Plan
		Glenmorus Gardens Residence - Installation of Colourbond Fence	Works completed.				Service Leader Community & Place	Building Asset Management Plan
		Greenfield Park Amenities Building Design and Construction	Provision of new amenities that meet the future needs of users at Greenfield Park	Greenfield Park Amenities Building Design and Construction	Greenfield Park Amenities Building Design and Construction	Car Park - Sarvaas Park - Car Park Upgrade Design and Construction	Service Leader City Landscapes	Building Asset Management Plan
		Ross Circuit Pre-School - Roof Replacement and Improved Site Drainage	New roof and improved drainage.				Service Leader Assets, Sustainability and Environment	Building Asset Management Plan
		Wagirra Depot Upgrade	Building Modifications and upgrades to the Wagirra Depot.				Service Leader Assets, Sustainability and Environment	Building Asset Management Plan
		Canteen Upgrade Program - Lavington Sports Ground	Works completed.	Canteen Upgrade Program	Canteen Upgrade Program	Canteen Upgrade Program	Service Leader Assets, Sustainability and Environment	Building Asset Management Plan
		Review and Modifications to Waterview Chlorine Dosing Set-up	Works completed.		Repair the Service Road to the Waterview Wastewater Treatment Plant		Service Leader Water & Wastewater	
		Waterview Instantaneous Inlet Analyser	Instantaneous raw water parameters of the influent.				Service Leader Water & Wastewater	
		Waterview Dissolved Oxygen Analyser Upgrade	More accurate ammonia and phosphorus results.				Service Leader Water & Wastewater	
		Water and Wastewater - Development of Historical Trend Analysis Capability and Server Optimisations	Informed decisionmaking through the acquisition, consolidation, transformation and analysis of operational performance data.				Service Leader Water & Wastewater	
		Upgrade End of Life Electrical Control System for Wastewater Reticulation System	Deliver relevant easy to procure and contemporary spare electrical parts and specialised equipment				Service Leader Water & Wastewater	
		Fleet - Replacement Program	All fleet delivered on time in accordance with specified program.	Fleet - Replacement Program	Fleet - Replacement Program	Fleet - Replacement Program	Service Leader City Projects	Fleet Asset Management Plan
		Fleet - Purchases Minor Plant	Ensure fleet is appropriately managed and fit for purpose.	Fleet - Purchases Minor Plant	Fleet - Purchases Minor Plant	Fleet - Purchases Minor Plant	Service Leader City Projects	Fleet Asset Management Plan
		Public Toilet Strategy Priorities	Modern fully functioning and accessible facilities in a location of demand to meet the needs of residents and visitors.	Public Toilet Strategy Priorities	Public Toilet Strategy Priorities	Public Toilet Strategy Priorities	Service Leader Assets, Sustainability and Environment	Public Toilet Strategy
		MAMA Canvas Bi-fold Doors Replacement	Works completed.				Service Leader Assets, Sustainability and Environment	Building Asset Management Plan
		Building - Administration Building - Boiler Replacement	Works completed.				Service Leader Assets, Sustainability and Environment	Building Asset Management Plan

		Administration Building Upgrade Program	Refurbished office lay out fit for purpose.	Administration Building Upgrade Program			Service Leader Assets, Sustainability and Environment	Building Asset Management Plan
					Footpath/Bikepath - David Street CBD Streetscape Enhancements		Service Leader City Projects	
				Billson Park - Amenities Building Upgrade (Design Phase)	Alexandra Park - Hockey/Athletics Track Amenities Building (Design Phase)		Service Leader City Landscapes	
				Alexandra Park - Murrayfield Amenities Building (Design Phase)			Service Leader City Landscapes	
					Road - Butt Street (Jamieson to Percy)	Road - Panmure Street (Olive to Macauley)	Service Leader City Projects	
How we will measure our progress	AlburyCity Asset Management Strategy measures							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Developing Our People - AlburyCity has the right mix of capable people to ensure excellent service delivery.							
	Protecting Our People - The safety of our people and community is a key aim for AlburyCity							

Albury 2030 Theme Two: AN ENHANCED NATURAL ENVIRONMENT

Outcome		
1	Albury has improved environmental outcomes	
2	Albury is prepared for changing environmental conditions	
3	An increased awareness in sustainability and environmental issues	

This theme involves improving the health of the Murray River, being a leader in water and waste-water management and protecting local plants and animals. Key outcomes were identified by the community in relation to this theme and completion of the strategic actions will help achieve these outcomes. The Four Year Delivery Program shows how Council projects, activities and services are undertaken each year to work towards the achievement of the strategic actions.

Outcome 2.1 Albury has improved environmental outcomes

ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
2.1.1	Minimise Albury's ecological footprint.	Solar at Waterview	Installation complete.	Solar at MAMA			Service Leader Assets, Sustainability and Environment	
		Energy Audit Recommendations	Energy savings.	Energy Audit Recommendations	Energy Audit Recommendations	Energy Audit Recommendations	Service Leader Assets, Sustainability and Environment	
		Technical Assessment and Specification for Energy Efficiency Projects	Assets will have a technical assessment carried out for potential energy efficiency measures.	Technical Assessment and Specification for Energy Efficiency Projects	Technical Assessment and Specification for Energy Efficiency Projects	Technical Assessment and Specification for Energy Efficiency Projects	Service Leader Assets, Sustainability and Environment	
		Energy Saving Action Plan	Actions implemented.	Energy Saving Action Plan	Energy Saving Action Plan	Energy Saving Action Plan	Service Leader Assets, Sustainability and Environment	
		Undertake annual Tree Management program	Undertaken as scheduled	Undertake annual Tree Management program	Undertake annual Tree Management program	Undertake annual Tree Management program	Service Leader City Landscapes	
		Development of an Electric Vehicle Strategy	Strategy developed and action identified.	Implement Electric Vehicle Strategy	Implement Electric Vehicle Strategy	Implement Electric Vehicle Strategy	Service Leader Assets, Sustainability and Environment	
				Solar and LED lighting at Albury Depot			Service Leader Assets, Sustainability and Environment	
				Sustainability - Electric Vehicle Charging Station/s			Service Leader Assets, Sustainability and Environment	
2.1.2	Investigate and encourage energy saving initiatives for individuals, business and industry	Community Energy Fund	Implementation of energy efficiency measures and/or renewable energy.	Community Energy Fund	Community Energy Fund	Community Energy Fund	Service Leader Assets, Sustainability and Environment	
2.1.3	Facilitate and promote effective waste management practises	Onsite Sewer Management Framework and Implementation	Strategy and policy development outlining a system for the issuance of approvals, initial inspection of existing systems	Onsite Sewer Management Framework and Implementation	Onsite Sewer Management Framework and Implementation		Service Leader Engagement	
		Albury Waste Management Centre - Circulate Option for Plasterboard	Establish a circular economy option for reprocessing, locally and regionally.	Albury Waste Management Centre - Southern Valley Rehabilitation Construction Stage 3			Service Leader Assets, Sustainability and Environment	
		Onsite Sewer Management Framework and Implementation	Strategy and policy development outlining a system for the issuance of approvals, initial inspection of existing systems	Onsite Sewer Management Framework and Implementation	Onsite Sewer Management Framework and Implementation		Service Leader Engagement	
		Albury Waste Management Centre - Cooling System in the Upcycle Centre	A system that adds to the value of the asset by providing the ability to control the temperature in the reuse building.	Albury Waste Management Centre - Material Recovery Facility Skips and Bins	Albury Waste Management Centre - Southern Valley Rehabilitation Stage 4 Design	Albury Landfill - Northern Valley Creek Diversion	Service Leader Assets, Sustainability and Environment	
		Albury Waste Management Centre - Material Recovery Facility for Construction and Demolition Material	Facility constructed.	Albury Waste Management Centre - Material Recovery Facility for Construction and Demolition Material		Albury Waste Management Centre - Install Wheel Wash and Prepare Road Surface	Service Leader Assets, Sustainability and Environment	
		Albury Waste Management Centre - Landfill Environmental Management Plan Review	Up to date operational document for AWMC operations that meet the landfill guidelines.	Albury Waste Management Centre - Concrete Crushing Unit	Albury Waste Management Centre - Southern Valley Cell Extension Construction	Albury Waste Management Centre - Trash Bucket for Loader	Service Leader Assets, Sustainability and Environment	
		Albury Waste Management Centre - Leachate Upgrades Northern Valley - Construction	Ensures compliance with Environmental Protections Act.	Albury Waste Management Centre - Cardboard Compactor Unit	Albury Waste Management Centre - Northern Valley Cell One Capping Design	Albury Waste Management Centre - Northern Valley Cell One Capping Design	Service Leader Assets, Sustainability and Environment	
		Albury Waste Management Centre - Leachate Dam Fencing	A structurally sound physical barrier in place to manage the area.	Albury Waste Management Centre - Greenwaste Licence Plate Recognition Implementation	Albury Waste Management Centre - Greenwaste Licence Plate Recognition Implementation		Service Leader Assets, Sustainability and Environment	
		Albury Waste Management Centre - Southern Valley Cell Extension Design	Construction of Southern Valley Cell extension.	Albury Waste Management Centre - Small Cell Tower			Service Leader Assets, Sustainability and Environment	

		Albury Waste Management Centre - Industrial Precinct Circular Economy Feasibility Study	Feasability completed.				Service Leader Assets, Sustainability and Environment	
		Albury Waste Management Centre - Kerbside Collection Separation Trial	Trail completed and outcomes reported.				Service Leader Assets, Sustainability and Environment	
		Implement Halve Waste Education Program	Implemented as scheduled	Implement Halve Waste Education Program	Implement Halve Waste Education Program	Implement Halve Waste Education Program	Service Leader Assets, Sustainability and Environment	
2.1.4	Promote business and industry participation in opportunities in clean and renewable energy initiatives.	Promote and implement community awareness program on renewable energy	Complete program	Promote and implement community awareness program on renewable energy	Promote and implement community awareness program on renewable energy	Promote and implement community awareness program on renewable energy	Service Leader Assets, Sustainability and Environment	
2.1.5	Promote sustainable development that compliments and respects the natural environment	Contaminated Land Management Policy Review	Review undertaken.				Service Leader Engagement	
				Sustainability - Roadside Vegetation Management Plan			Service Leader Assets, Sustainability and Environment	
		Implement the Regional Natural Environment Strategy Action Plan	Actions implemented.	Implement the Regional Natural Environment Strategy Action Plan	Implement the Regional Natural Environment Strategy Action Plan	Implement the Regional Natural Environment Strategy Action Plan	Service Leader Assets, Sustainability and Environment	
		Implement the Environmental Approvals Procedure	Actions implemented.	Ongoing review and improvement of Environmental Approvals	Ongoing review and improvement of Environmental Approvals	Ongoing review and improvement of Environmental Approvals	Service Leader Assets, Sustainability and Environment	
2.1.6	Minimise the impact of stormwater on natural systems	Sustainability - Bungambrawartha and Black Springs Creek Line Assessments	Presentation of report with prioritised actions and maintenance procedures.				Service Leader Assets, Sustainability and Environment	
		Implement the Thurgoona/Wirlinga Drainage Strategy	Actions implemented.	Implement the Thurgoona/Wirlinga Drainage Strategy	Implement the Thurgoona/Wirlinga Drainage Strategy	Implement the Thurgoona/Wirlinga Drainage Strategy	Service Leader City Projects	Sewer Asset Management Plan/Drainage Asset Management Plan
How we will measure our progress	AlburyCity's carbon footprint; flora and fauna measures; and waste recovery at the Albury Waste Management Centre; annual sustainability report card; annual review and report on Energy Savings Action plan							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
Outcome 2.2 Albury is prepared for changing environmental conditions								
2021-2022 priority actions to achieve this outcome include the implementation of Special Variation to Rates (SVR) projects, remediation and revegetation works and the development of a Climate Change Adaptation Plan.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
2.2.1	Improve Albury's resilience to effects of climate change on social, community and environmental systems	Implementation of the Companion Animals Management Strategy	Strategy actions implemented.	Implementation of the Companion Animals Management Strategy	Implementation of the Companion Animals Management Strategy	Implementation of the Companion Animals Management Strategy	Service Leader Engagement	
		Cat Management Policy and Review	Review completed.				Service Leader Engagement	
		Keepiong of Birds Policy Review	Review completed.				Service Leader Engagement	
		Develop and implement AlburyCity's Climate Change Adaptation Strategy	Strategy developed and actions implemented.	Implementation of AlburyCity's Climate Change Adaptation Strategy	Implementation of AlburyCity's Climate Change Adaptation Strategy	Implementation of AlburyCity's Climate Change Adaptation Strategy	Service Leader Strategy & Performance	
		Albury Revegetation Plan and mapping for public land	Actions completed.	Albury Revegetation Plan and mapping for public land	Albury Revegetation Plan and mapping for public land	Albury Revegetation Plan and mapping for public land	Service Leader Asset, Sutainability and Enviornment	
2.2.2	Promote responsible bushfire management	Implement Albury Fire Management Plan Actions	Actions implemented.	Implement Albury Fire Management Plan Actions	Implement Albury Fire Management Plan Actions	Implement Albury Fire Management Plan Actions	Service Leader Asset, Sutainability and Enviornment	
2.2.3	Protect and enhance bushland areas and ensure connection between corridors	Albury Environmental Lands - maintenance	Maintaing and enhancing of environmental lands.	Albury Environmental Lands - maintenance	Albury Environmental Lands - maintenance	Albury Environmental Lands - maintenance	Service Leader City Landscapes	
					Murray River Experience - Oddies Creek Park and Noreuil Park Streambank Weed Removal, Remediation and Revegetation Works.	Murray River Experience - Oddies Creek Park and Noreuil Park Streambank Weed Removal, Remediation and Revegetation Works.	Service Leader City Landscapes	

2.2.4	Support and promote regional food production and distribution; and agribusiness	Implement Albury Wodonga Destination Management Plan	Incorporation promotion of local produce and providers in tactical destination marketing.	Implement Albury Wodonga Destination Management Plan	Implement Albury Wodonga Destination Management Plan	Implement Albury Wodonga Destination Management Plan	Service Leader Business & Lifestyle	
		Implement Economic Development Marketing Strategy	Actions implemented	Implement Economic Development Marketing Strategy	Implement Economic Development Marketing Strategy	Implement Economic Development Marketing Strategy	Service Leader Business & Lifestyle	
How we will measure our progress	AlburyCity's carbon footprint; flora and fauna measures; and waste recovery at the Albury Waste Management Centre; annual sustainability report card; annual review and report on Energy Savings Action plan							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Protecting Our People - The safety of our people and community is a key aim for AlburyCity							
Outcome 2.3: An increased awareness in sustainability and environmental issues								
2021-2022 priority actions to achieve this outcome include community awareness programs, working with relevant stakeholders to improve sustainability outcomes, and increased partnerships with environmental organisations.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
2.3.1	Raise community awareness of climate change issues and opportunities	Promote and implement Council's Environment and Sustainability Community Awareness Program		Promote and implement Council's Environment and Sustainability Community Awareness Program	Promote and implement Council's Environment and Sustainability Community Awareness Program	Promote and implement Council's Environment and Sustainability Community Awareness Program	Service Leader Assets, Sustainability and Environment	
2.3.2	Develop and promote community leadership and education in sustainability and the natural environment through best practice.	Sustainability - Framework and Action Plan: Path Towards Net Zero	A Roadmap which sets out Council's plan to reduce carbon emissions in identified operations.				Service Leader Assets, Sustainability and Environment	
		Water Conservation and Drought Awareness Program	Program actions implemented.				Service Leader Water & Wastewater	
2.3.3	Promote and enhance the natural environment	Albury Environmental Lands - Strategies, Management and Use	A strategy that will cover all the designated natural areas of Albury City.	Albury Environmental Lands - Strategies, Management and Use	Albury Environmental Lands - Strategies, Management and Use		Service Leader Assets, Sustainability and Environment	
					Albury Waste Management Centre - Northern Valley Cell 3 Construction	Albury Waste Management Centre - Northern Valley Cell 3 Construction	Service Leader Assets, Sustainability and Environment	
2.3.4	Conserve European and Indigenous heritage in the Albury region	Monitor and review development with regards to European and indigenous Heritage	Implement procedures for Assessment and monitoring.	Monitor and review development with regards to European and indigenous Heritage.	Monitor and review development with regards to European and indigenous Heritage.	Monitor and review development with regards to European and indigenous Heritage.	Service Leader City Development	
How we will measure our progress	Community awareness via AlburyCity survey; and community education sessions; reporting on achievements through AlburyCity Annual Report							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							

Albury 2030 Theme Three: A CARING COMMUNITY

Outcome

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Albury offers access to a diverse range of educational opportunities

Albury's key community safety indicators continuously improve


The health and wellbeing of the Albury community improves

Albury offers a diverse and accessible range of facilities and activities for all ages

Improved health, employment and education for Aboriginal people in Albury

Improved settlement of people from diverse cultures

Increased participation in a diverse range of art and cultural activities in Albury



This theme involves Albury being recognised as a cultural and creative city that embraces and celebrates its diversity; provides quality health care; supports young people; promotes positive ageing; encourages healthy lifestyles; values knowledge and life-long learning and is recognised nationally as a provider of quality education. Key outcomes were identified by the community in relation to this theme and completion of the strategic actions will help achieve these outcomes.

The Four Year Delivery Program shows how Council projects, activities and services are undertaken each year to work towards the achievement of the strategic actions.

Outcome 3.1 Albury offers a diverse range of educational opportunities

2021-2022 priority actions to achieve this outcome include the provision of child care opportunities, outreach education and information links to educational providers.

ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
3.1.1	Provide a variety of early childhood education and care options –for children from birth to 13yrs.	Banjora Children's Centre Program	Programs and support offered to children and families	Banjora Children's Centre Program	Banjora Children's Centre Program	Banjora Children's Centre Program	Service Leader Community & Place	
		AlburyCity Family Day Care	Programs and support offered to children and families	AlburyCity Family Day Care	AlburyCity Family Day Care	AlburyCity Family Day Care	Service Leader Community & Place	
		Out of School Hours program	Number of education and leadership Programs offered, children engaged	Out of School Hours program	Out of School Hours program	Out of School Hours program	Service Leader Community & Place	
		Education programs across Children's Services	Programs conducted as scheduled	Education programs across Children's Services	Education programs across Children's Services	Education programs across Children's Services	Service Leader Community & Place	
3.1.2	Support and promote educational opportunities – to local residents and outside the area	Support other agencies in providing local career/vocational days/expos.	Participation in relavent forums.	Support other agencies in providing local career/vocational days/expos.	Support other agencies in providing local career/vocational days/expos.	Support other agencies in providing local career/vocational days/expos.	Service Leader People & Culture	
		Library Museum Learning and Outreach programs	Programs conducted as scheduled	Library Museum Learning and Outreach programs	Library Museum Learning and Outreach programs	Library Museum Learning and Outreach programs	Service Leader Community & Place	
3.1.3	Encourage and promote intergenerational programs	Implement AlburyCity Events Strategy	Seniors week incorporates intergenerational program activity	Implement AlburyCity Events Strategy	Implement AlburyCity Events Strategy	Implement AlburyCity Events Strategy	Service Leader Business & Lifestyle	
3.1.4	Provide and support innovative approaches to alternative and non-traditional educational pathways, including less mainstream solutions	Deliver MAMA's education programs	Program is implemented as planned	Deliver MAMA's education programs	Deliver MAMA's education programs	Deliver MAMA's education programs	Service Leader Community & Place	
3.1.5	Improve access to a reference for vocational /educational choices – to help people to find the educational/workplace training options available in the community	Links to educational providers from AlburyCity Website.	Provided through New Residents Kit, but also listed under Business and Investment on website	Links to educational providers from AlburyCity Website.	Links to educational providers from AlburyCity Website.	Links to educational providers from AlburyCity Website.	Service Leader Community & Place	
3.1.6	Advocate, support and provide incentives for employers to engage more apprentices and trainees	Promote work experience opportunities for the refugee community.	Ongoing engagement with refugee community	Promote work experience opportunities for the refugee community.	Promote work experience opportunities for the refugee community.	Promote work experience opportunities for the refugee community.	Service Leader Community & Place	
3.1.7	Develop and implement cultural education programs	Library Museum Learning and Outreach programs	Implemented as prioritised	Library Museum Learning and Outreach programs	Library Museum Learning and Outreach programs	Library Museum Learning and Outreach programs	Service Leader Community & Place	
3.1.8	Higher education provider's work together to enhance educational opportunities. Encourage children to aspire to higher education							
How we will measure our progress	Children's participation in a pre-school school program; Australian Early Development Index; student attainment and engagement; and number of trainees/apprentices in region.							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							

Outcome 3.2 Albury's key community safety indicators continuously improve								
2021-2022 priority actions to achieve this outcome include the implementation of Crime Prevention Plan and Road Safety Plan and ongoing CCTV delivery.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
3.2.1	Develop and implement strategies to improve community safety and amenity	Implement Pilot CCTV Program	Program implemented.				Service Leader Community & Place	
		Road - Evesham Place Intersection Works	Works completed.				Service Leader City Projects	
		Development and implementation of the Road Safety Strategy	Stratgey developed and actions identified and implemented.	Implement Road Safety Strategy actions	Implement Road Safety Strategy actions	Implement Road Safety Strategy actions	Service Leader City Projects	
		Lavington CCTV Stages 1-3	Wireless CCTV system installed across three zones in the Lavington CBD	Implement CCTV Program	Implement CCTV Program	Implement CCTV Program	Service Leader Community & Place	
		Develop the bi-annual CCTV report	Report completed and published.		Develop the bi-annual CCTV report		Service Leader Community & Place	
		CCTV maintenance and repair program	CCTV ongoing operation	CCTV maintenance and repair program	CCTV maintenance and repair program	CCTV maintenance and repair program	Service Leader Assets, Sustainability and Environment	
				CCTV - Kiewa Street Car Park			Service Leader Assets, Sustainability and Environment	
3.2.2	Advocate to all levels of Government for appropriate resources and strategies which support a safer community	Convene and contribute to Albury Crime Prevention Committee	Committee convened	Convene and contribute to Albury Crime Prevention Committee	Convene and contribute to Albury Crime Prevention Committee	Convene and contribute to Albury Crime Prevention Committee	Service Leader Community & Place	
		Contribute to Local Government NSW Community Safety and Crime Prevention Network	Contributions made to benefit the local community	Contribute to Local Government NSW Community Safety and Crime Prevention Network	Contribute to Local Government NSW Community Safety and Crime Prevention Network	Contribute to Local Government NSW Community Safety and Crime Prevention Network	Service Leader Community & Place	
3.2.3	Support children and their families through prevention of, or early intervention into, child abuse and domestic violence. Proactive communication with local, state and federal agencies.	Implement AlburyCity Crime Prevention Plan	Implemented as planned	Implement AlburyCity Crime Prevention Plan	Implement AlburyCity Crime Prevention Plan	Implement AlburyCity Crime Prevention Plan	Service Leader Community & Place	
3.2.4	Educate community about cyber safety	Host community educational workshops on cyber safety	Number of workshops with good community attendance	Host community educational workshops on cyber safety	Host community educational workshops on cyber safety	Host community educational workshops on cyber safety	Service Leader Community & Place	
3.2.5	Support coordinated Emergency Services and development of Regional Emergency Management facilities	Building - Emergency Management Centre Stage Two (SVR)	The construction of a regional emergency operations facility to service AlburyCity and the greater region.	Building - Emergency Management Centre Stage Two (SVR)	Building - Emergency Management Centre Stage Two (SVR)		Service Leader City Projects	
How we will measure our progress	Crime statistics for Albury; Road trauma statistics; and State and Regional priorities							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							

Outcome 3.3 The health and wellbeing of the Albury community improves (including access to appropriate services)								
2021-2022 priority actions to achieve this outcome include improved walking opportunities through the construction of new footpaths.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
3.3.1	Ensure the future health of the community is maintained with accessible immunisation programs	Ongoing provision of immunisation information to the community	Information provided as required				Service Leader Community & Place	
3.3.2	Support the improvement of mental health outcomes	Training (face to face and web based) for all staff regarding Disability Awareness including mental health.	Training delivered.				Service Leader People & Culture	
3.3.3	Ensure appropriate provision of homelessness services	Develop and implement a Multicultural Plan and Early Years Plan	Plans developed and actions implemented.	Implement the Multicultural Plan and Early Years Plan	Develop and implement a Multicultural Plan and Early Years Plan	Develop and implement a Multicultural Plan and Early Years Plan	Service Leader Community & Place	
3.3.4	Ensure appropriate infrastructure including accessible path/trail networks to encourage active lifestyles	Footpath/Bikepath - Asset Renewal	Works completed.	Footpath/Bikepath - Asset Renewal	Footpath/Bikepath - Asset Renewal	Footpath/Bikepath - Asset Renewal	Service Leader Assets, Sustainability and Environment	
3.3.5	Improve the health and wellbeing of the community through healthy eating and lifestyle wellness programs							
3.3.6	Provide programs, services support and facilities for the community to increase positive social outcomes	Keep Track of Your Best Mate Project	Program implemented.	Keep Track of Your Best Mate Project	Keep Track of Your Best Mate Project	Keep Track of Your Best Mate Project	Service Leader Engagement	
		Animal Management Facility - Design	Design and construction of a regional animal management facility.	Animal Management Facility - construction	Animal Management Facility - construction		Service Leader Engagement	
		Swimming Pool Safety Policy Review	Review undertaken.				Service Leader Engagement	
		Implementation of UPSS Strategy and inspection program	Program implemented.				Service Leader Engagement	
How we will measure our progress	National health measures; immunisation rates; homelessness data; and footpath network							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							

Outcome 3.4 Albury offers a diverse and accessible range of facilities and activities for all ages								
2021-2022 priority actions to achieve this outcome include the implementation of the Disability Inclusion Action Plan, the review of the AlburyCity Social Plan, sporting facility upgrades, Master Plans, Seniors Week events and works to improve access for all.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
3.4.1	Improve access for all – in relation to systems and processes, transportation, civic buildings, community facilities and parks	Library Book Stock Acquisition Fund	An up to date, relevant collection to meet the recreational, information and research needs of the Albury Community.	Library Book Stock Acquisition Fund	Library Book Stock Acquisition Fund	Library Book Stock Acquisition Fund	Service Leader Community & Place	
		AlburyCity Community Fund	Financial assistance for identified projects.	AlburyCity Community Fund	AlburyCity Community Fund	AlburyCity Community Fund	Service Leader Streategy & Performance	
		World War II Memorial Bowl Upgrade (Construction)	Works completed.	World War II Memorial Bowl Upgrade (Construction)			Service Leader City Landscapes	
		Greenfield Park Stage 1 Landscaping Works	On ground works including fencing, retaining walls and spectator areas.				Service Leader City Landscapes	
		Installation of Solar Lights Along the Wagirra Trail (Noreuil Park)	Works completed.				Service Leader City Landscapes	
		Building - Accessibility Upgrades	Works completed.	Building - Accessibility Upgrades	Building - Accessibility Upgrades	Building - Accessibility Upgrades	Service Leader Assets, Sustainability and Environment	
		Building - Public Toilet Strategy - Hovell Tree Park (Replacement)	Works completed.				Service Leader Assets, Sustainability and Environment	Public Toilet Strategy
		Building - Public Toilet Strategy - National Forresters Grove (Replacement)	Works completed.				Service Leader Assets, Sustainability and Environment	Public Toilet Strategy
		Building - Public Toilet Strategy - Lake Hume (Replacement)	Works completed.				Service Leader Assets, Sustainability and Environment	Public Toilet Strategy
		Building - Public Toilet Strategy - Thurgoona Drive Bike Path (New Construction)	Works completed.				Service Leader Assets, Sustainability and Environment	Public Toilet Strategy
3.4.2	Promote, advocate and provide facilities and activities for Albury's ageing population	Provide a range of activities for older people during Senior's Week.	Activities conducted as part of Events calendar	Provide a range of activities for older people during Senior's Week.	Provide a range of activities for older people during Senior's Week.	Provide a range of activities for older people during Senior's Week.	Service Leader Business & Lifestyle	
		Develop and implement actions from AlburyCity Social Plan	Priority actions implemented as scheduled	Develop and implement actions from AlburyCity Social Plan	Develop and implement actions from AlburyCity Social Plan	Develop and implement actions from AlburyCity Social Plan	Service Leader Community & Place	
3.4.3	Promote and encourage healthy lifestyles through development and efficient use of sporting, recreational, educational and cultural facilities and infrastructure	Ernest Grant Park Play Space	Completion of stage 1 of the play space and associated car park.	Ernest Grant Park Play Space	Sarvaas Park Building Upgrade (Design and Construction)	Sarvaas Park Building Upgrade (Design and Construction)	Service Leader City Landscapes	
		Alexandra Park Master Plan - Sports Field (Ian Barker) Reconstruction	Works completed.	Alexandra Park Master Plan - Sports Field (Ian Barker) Reconstruction	Car Park - Jelbart Park Master Plan - Construction	Car Park - Jelbart Park Master Plan - Construction	Service Leader City Landscapes	
		Building - Melrose Park Sports Pavilion - Construction (SVR)	Works completed.	Building - Melrose Park Sports Pavilion - Construction (SVR)	Building - Melrose Park Sports Pavilion - Construction (SVR)	Smollett Street Pedestrian Underpass	Service Leader City Landscapes	
		Sportsfield Lighting and Power Upgrade - Bunton Park - Design and Installation	Works completed.		Sportsfield Lighting and Power Upgrade - Urana Road Oval - Design and Installation	Sportsfield Lighting and Power Upgrade - Urana Road Oval - Design and Installation	Service Leader City Landscapes	
		Fredericks Park Master Plan Detailed Design and Stage 1 Construction	Works completed.	Fredericks Park Master Plan Detailed Design and Stage 1 Construction	Fredericks Park Master Plan Detailed Design and Stage 1 Construction		Service Leader City Landscapes	
		Billson Park Master Plan	Master Plan prepared that identifies all future improvements.				Service Leader City Landscapes	
		Australia Park Car Park and Linking Footbridge	Works completed.	Australia Park Car Park and Linking Footbridge			Service Leader City Landscapes	Car Park Asset Management Plan
		Murray Park Play Space Construction	Works completed.	Murray Park Play Space Construction			Service Leader City Landscapes	

		Lavington Sports Ground - Concourse Upgrade - Design	Design phase completed.	Lavington Sports Ground - Concourse Upgrade - construction			Service Leader Business & Lifestyle	
				Lauren Jackson Sports Centre - Stage 2 Development Feasibility	Lauren Jackson Sports Centre - Major Upgrade	Lauren Jackson Sports Centre - Major Upgrade	Service Leader Business & Lifestyle	
				Lauren Jackson Sports Centre - Drum Sanding of Court Surfaces		Albury Swim Centre Upgrades	Service Leader Business & Lifestyle	
				Lavington Swim Centre - Replacement of the Existing Facility with a New Facility		Lavington Swim Centre - Replacement of the Existing Facility with a New Facility	Service Leader Business & Lifestyle	
				Les O'Brien Athletics Precinct Complex Upgrades	Les O'Brien Athletics Precinct Complex Upgrades	Les O'Brien Athletics Precinct Complex Upgrades	Service Leader Business & Lifestyle	
3.4.4	Increase activities available for people with a disability through improved access and promotion	Implement actions from Disability Inclusion Action Plan	Actions implemented.	Implement actions from Disability Inclusion Action Plan	Implement actions from Disability Inclusion Action Plan	Implement actions from Disability Inclusion Action Plan	Service Leader Community & Place	
3.4.5	Increase and promote activities and infrastructure available for children and young people	Albury Regional Skate Park Facility - Construction	Works completed.				Service Leader City Projects	
3.4.6	Enhance access to the Murray River and develop experiences for the community and visitors					QEII Square - Retro Lane Artistic Improvements	Service Leader Community & Place	
		Murray River Experience Wayfinding Signage - Design	Design phase completed.		Murray River Experience - Noreuil Park Foreshore Stream Bank Retaining Wall Replacement	Murray River Experience - Noreuil Park Foreshore Stream Bank Retaining Wall Replacement	Service Leader City Landscapes	
3.4.7	Improve reserves and access to the Lake Hume shoreline				Murray River Experience - Apex Park (Lake Hume) - Boat Ramp Car Park Upgrade	Murray River Experience - Apex Park (Lake Hume) - Boat Ramp Car Park Upgrade	Service Leader City Landscapes	
						Hume Weir Park Improvements	Service Leader City Landscapes	
3.4.8	Improve infrastructure and outdoor space at child facilities and Community Centres.			Mirambeena Community Center- Outdoor Upgrade - Design		Mirambeena Community Center- Outdoor Upgrade - Construction	Service Leader Community & Place	
						Community Centre Detailed Design and Detailed Business Case	Service Leader Community & Place	
How we will measure our progress	Community satisfaction; progress of Facility access database; Murray River Experience Master Plan priorities; Botanic Gardens Management Plan actions; AlburyCity recreational infrastructure; and sport and recreation participation rates at AlburyCity facilities							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Developing Our People - AlburyCity has the right mix of capable people to ensure excellent service delivery.							

Outcome 3.5 Improved health, employment and education for the Aboriginal community in Albury								
2021-2022 priority actions to achieve this outcome include undertaking actions within the Aboriginal Protocol, engaging with the Aboriginal community and supporting Aboriginal community events.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
3.5.1	Provide opportunity for the general community to participate and experience Aboriginal culture	Aboriginal Culture is valued, collected, interpreted and promoted	Action implemented	Aboriginal Culture is valued, collected, interpreted and promoted	Aboriginal Culture is valued, collected, interpreted and promoted	Aboriginal Culture is valued, collected, interpreted and promoted	Service Leader Community & Place	
		Develop and Implement Aboriginal & Torres Strait Islander Protocols	Protocols developed and implemented.	Implement Aboriginal & Torres Strait Islander Protocols	Implement Aboriginal & Torres Strait Islander Protocols	Implement Aboriginal & Torres Strait Islander Protocols	Service Leader Community & Place	
3.5.2	Promote access to Aboriginal facilities, programs and services. Advocate and support Federal and State strategies which support Aboriginal communities	Community Development Programs for Aboriginal People	Activities held; increased promotion and patronage.	Community Development Programs for Aboriginal People	Community Development Programs for Aboriginal People	Community Development Programs for Aboriginal People	Service Leader Community & Place	
3.5.3	Consult and engage with the local Aboriginal community on changes that will affect them.							
3.5.4	Advocate employment opportunities for the Aboriginal community	Review and update the AlburyCity Aboriginal Employment Strategy	Strategy reviewed and actions determined.	Undertake priority actions within the Aboriginal Employment Strategy	Undertake priority actions within the Aboriginal Employment Strategy	Undertake priority actions within the Aboriginal Employment Strategy	Service Leader People & Culture	
3.5.5	Implement priorities from the Aboriginal Community Working Party	Work with Aboriginal community and other agencies to improve outcomes for Aboriginal people	Ongoing liaison with Aboriginal leaders and stakeholders; report on actions completed	Work with Aboriginal community and other agencies to improve outcomes for Aboriginal people	Work with Aboriginal community and other agencies to improve outcomes for Aboriginal people	Work with Aboriginal community and other agencies to improve outcomes for Aboriginal people	Service Leader Community & Place	
3.5.6	Support the recognition of Aboriginal culture and protocols	Develop a Reconciliation Action Plan	Action Plan developed and actions determined.	Implement actions from Reconciliation Action Plan	Implement actions from Reconciliation Action Plan	Implement actions from Reconciliation Action Plan	Service Leader Community & Place	
		Aboriginal Cultural Heritage Study	Study undertaken.				Service Leader City Development	
				Crossing Place Exhibition Refresh			Service Leader Community & Place	
3.5.7	Education programs to be made available through educational institutions							
How we will measure our progress	Community Working party priorities; Closing the Gap; and Regional and NSW state objectives							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Leading Our People - Our leaders demonstrate the organisations values and principles and reinforce our desired culture							

Outcome 3.6 Improved settlement of people from diverse cultures								
2021-2022 priority actions to achieve this outcome include the promotion and support of Harmony Day and Refugee Week, the provision of an information pack to overseas new comers and Refugees, and the coordination of information sessions for the Culturally and Linguistically Diverse community.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
3.6.1	Welcome people from a variety of cultural backgrounds to Albury and the region.	Community Development Programs for people from diverse cultures	Information sessions provided; improved identity in community	Community Development Programs for people from diverse cultures	Community Development Programs for people from diverse cultures	Community Development Programs for people from diverse cultures	Service Leader Community & Place	
		Community centres managed by AlburyCity provide hire opportunities at an affordable rate for expos, events and forums to be held for refugees - a focus on employment, health and education	Number of oportunities provided exceeds previous year	Community centres managed by AlburyCity provide hire opportunities at an affordable rate for expos, events and forums	Community centres managed by AlburyCity provide hire opportunities at an affordable rate for expos, events and forums	Community centres managed by AlburyCity provide hire opportunities at an affordable rate for expos, events and forums	Service Leader Community & Place	
		Provide opportunities for the community to experience and participate in a variety of multicultural activities	Number of oportunities provided exceeds previous year	Provide opportunities for the community to experience and participate in a variety of multicultural activities	Provide opportunities for the community to experience and participate in a variety of multicultural activities	Provide opportunities for the community to experience and participate in a variety of multicultural activities	Service Leader Community & Place	
		Engage with new residents to AlburyCity	Opportunities highlighted to new comers.	Engage with new residents to AlburyCity	Engage with new residents to AlburyCity	Engage with new residents to AlburyCity	Service Leader Business & Lifestyle	
		Promote activities during Harmony Day and Refugee Week.	Activities promoted and attended	Promote activities during Harmony Day and Refugee Week.	Promote activities during Harmony Day and Refugee Week.	Promote activities during Harmony Day and Refugee Week.	Service Leader Community & Place	
3.6.2	Facilitate pathways to connect migrants with employment networks and encourage businesses to employ migrants							
3.6.3	Promote the value of multiculturalism in the community through opportunities of cultural expression and awareness	Community Development Programs for people from diverse cultures	Programs implemented.	Community Development Programs for people from diverse cultures	Community Development Programs for people from diverse cultures	Community Development Programs for people from diverse cultures	Service Leader Community & Place	
		Participation in multicultural networks across the community	Meetings attached	Participation in multicultural networks across the community	Participation in multicultural networks across the community	Participation in multicultural networks across the community	Service Leader Community & Place	
3.6.4	Continue to provide education and training opportunities to improve skills, education and job opportunities							
3.6.5	Provide access to interpreting and language services	AlburyCity to continue to provide Translation Information Service	TIS provided	AlburyCity to continue to provide Translation Information Service	AlburyCity to continue to provide Translation Information Service	AlburyCity to continue to provide Translation Information Service	Service Leader Engagement	
How we will measure our progress	Skilled migrants coming to the region; community programs; services with translation services; and cultural events conducted							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Leading Our People - Our leaders demonstrate the organisations values and principles and reinforce our desired culture							

Outcome 3.7 Increased participation in a diverse range of art and cultural activities in Albury								
2021-2022 priority actions to achieve this outcome include implementation of the Cultural Precinct Master Plan and ongoing support for cultural organisations and programs.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
3.7.1	Activate the cultural precinct and create connections between stakeholder facilities	Implement the MAMA Digital Strategy	Strategy actions implemented.	Implement the MAMA Digital Strategy	Implement the MAMA Digital Strategy	Implement the MAMA Digital Strategy	Service Leader Community & Place	
		Implement Mural and Street Art Strategy	Strategy actions implemented.	Implement Mural and Street Art Strategy	Implement Mural and Street Art Strategy	Implement Mural and Street Art Strategy	Service Leader Community & Place	
		Library Museum Learning and Outreach Programs	Program developed.	Library Museum Learning and Outreach Programs	Library Museum Learning and Outreach Programs	Library Museum Learning and Outreach Programs	Service Leader Community & Place	
						Cultural Precinct Master Plan - QEII Square Improvements	Service Leader City Landscapes	
3.7.2	Provide a diverse range of experiences in Albury – including entertainment, culture and sport. Support community-driven performance and events	Library Museum Exhibition programs	Programs implemented.	Library Museum Exhibition programs	Library Museum Exhibition programs	Library Museum Exhibition programs	Service Leader Community & Place	
3.7.3	Implement economically sustainable cultural initiatives	Gateway Urban and Public Art Commissions	Programs implemented.	Gateway Urban and Public Art Commissions	Gateway Urban and Public Art Commissions	Gateway Urban and Public Art Commissions	Service Leader Community & Place	
		PumpHouse Creative Enterprise, Maker Space and Residency Program	Project completed.	PumpHouse Creative Enterprise, Maker Space and Residency Program implemented.	PumpHouse Creative Enterprise, Maker Space and Residency Program implemented.	PumpHouse Creative Enterprise, Maker Space and Residency Program implemented.	Service Leader Community & Place	
		Implementation of the Creative Economy Strategy	Action items implemented.	Implementation of the Creative Economy Strategy	Implementation of the Creative Economy Strategy	Implementation of the Creative Economy Strategy	Service Leader Community & Place	
3.7.4	Ensure provision of accessible, high quality, and innovative cultural facilities and services	MAMA Gallery Lighting Upgrade	Works completed.	MAMA Collection Store Upgrade			Service Leader Community & Place	
		MAMA Governance Project	Project Completed.				Service Leader Community & Place	
		MAMA Foyer Enhancements- Design and construction.	Project completed.				Service Leader Community & Place	
3.7.5	Protect, enhance and promote items of built, natural and cultural heritage significance	Thurgoona Collection Store Expansion Design	Design phase completed.		Thurgoona Collection Store Expansion Design		Service Leader Community & Place	
		AlburyCity Museum and Social History Acquisition Fund	The acquisition of museum objects consistent with the strategies outlined in the AlburyCity Cultural Collection Development Plan.	AlburyCity Museum and Social History Acquisition Fund	AlburyCity Museum and Social History Acquisition Fund	AlburyCity Museum and Social History Acquisition Fund	Service Leader Community & Place	
		MAMA Collection Database Upgrade	An updated, and industry standard Collection Management System.				Service Leader Community & Place	
		Additional Flagpoles at Monument Hill	Installation of two additional flag poles and associated flags.				Service Leader Assets, Sustainability & Environment	
3.7.6	Encourage, support and foster sustainable organisations to deliver cultural experiences	Present collaborative programs that connect AlburyCity with local cultural organisations	Number of Programs	Present collaborative programs that connect AlburyCity with local cultural organisations	Present collaborative programs that connect AlburyCity with local cultural organisations	Present collaborative programs that connect AlburyCity with local cultural organisations	Service Leader Community & Place	
How we will measure our progress	Dollar spend on cultural activity; cultural participation rates for AlburyCity facilities and services; and cultural programs developed							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							

Albury 2030 Theme Four: A LEADING COMMUNITY



Outcome	
1	The community is consulted on all major changes that will affect them Regional issues are addressed through an integrated approach The Albury community provides resources and opportunities to develop future leaders
2	
3	
4	Albury plans and leads with good governance
This theme involves establishing strong government and regional networks, empowering the community to contribute to the future direction of the city and providing inclusive decision making processes. Key outcomes were identified by the community in relation to this theme and completion of the strategic actions will help achieve these outcomes. The Four Year Delivery Program shows how Council projects, activities and services are undertaken each year to work towards the achievement of the strategic actions.	

Outcome 4.1 The community is consulted on all major changes that will affect them.

2021-2022 priority actions to achieve this outcome include improved community engagement and the implementation of the communication and marketing activities.

ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
4.1.1	Council, state agencies and other public service providers develop and implement community engagement plans to engage the community on a broad range of issues – report results of consultation back to community	Review and update the Community Strategic Plan	Plan developed through community consultation.				Service Leader Strategy & Performance	
		Monitor and improve AlburyCity community engagement projects	Work undertaken	Monitor and improve AlburyCity community engagement projects	Monitor and improve AlburyCity community engagement projects	Monitor and improve AlburyCity community engagement projects	Service Leader Engagement	
4.1.2	Use new technologies for engagement and promotion where appropriate – including on-line engagement and social networking	Major Projects update - Website	Project completed.				Service Leader Engagement	
		New Invest AlburyWodonga Website	Website developed.				Service Leader Engagement	
		New Nexus Website	Website developed.				Service Leader Engagement	
4.1.3	Target the communication with community where possible and identify opportunities to facilitate and partner in projects and services	Development of the Communications Strategy 2022-2024	Strategy developed.				Service Leader Engagement	
How we will measure our progress	Community satisfaction; community engagement plans developed; increased implementation of community engagement plans.							
Links to Workforce Management Strategy	Leading Our People - Our leaders demonstrate the organisations values and principles and reinforce our desired culture							

Outcome 4.2 Regional issues are addressed through an integrated approach

2021-2022 priority actions to achieve this outcome include continued attendance at Regional Forums and identifying cross border anomalies.

ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
4.2.1	Continue to lobby regarding cross-border anomalies	Ongoing representation on regional forums and to Cross Border Commissioner	Issues communicated to Government.	Ongoing representation on regional forums and to Cross Border Commissioner	Ongoing representation on regional forums and to Cross Border Commissioner	Ongoing representation on regional forums and to Cross Border Commissioner	Chief Executive Officer	
4.2.2	Continue regional collaboration to enhance cross border co-operation, recognise growth opportunities and to foster consistency and better use of resources.	Review and update Two Cities One Community Action Plan, including implementation of the Two Cities One Community Action Plan	Actions implemented as per strategy	Implementation of the Two Cities One Community Action Plan	Implementation of the Two Cities One Community Action Plan	Implementation of the Two Cities One Community Action Plan	Service Leader Engagement	
4.2.3	Encourage regional connections, collaborations and strategic partnerships including contributing to, and actively participating in, relevant regional joint organisations	Continue participation in regional forums including Two Cities One Community, Regional Cities NSW, Riverina and Murray Joint Organisation and Evocities.	Knowledge building, information sharing advocacy capabilities.	Continue participation in regional forums including Two Cities One Community, Regional Cities NSW, Riverina and Murray Joint Organisation and Evocities.	Continue participation in regional forums including Two Cities One Community, Regional Cities NSW, Riverina and Murray Joint Organisation and Evocities.	Continue participation in regional forums including Two Cities One Community, Regional Cities NSW, Riverina and Murray Joint Organisation and Evocities.	Chief Executive Officer	
How we will measure our progress	Number of joint representations made to other levels of government							
Links to Workforce Management Strategy	Leading Our People - Our leaders demonstrate the organisations values and principles and reinforce our desired culture							

Outcome 4.3 The Albury community provides resources and opportunities to develop future leaders

2021-2022 priority actions to achieve this outcome include a community satisfaction survey, corporate actions and service reviews, and support for local Councillors.

ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
4.3.1	Consider the views and needs of children and young people – develop strategies to allow children and young people to contribute to the City's future	Undertake an annual youth forum with young people and youth service providers to identify local issues impacting on young people.	Forum held; local issues for young people identified and prioritised	Undertake an annual youth forum with young people and youth service providers to identify local issues impacting on young people.	Undertake an annual youth forum with young people and youth service providers to identify local issues impacting on young people.	Undertake an annual youth forum with young people and youth service providers to identify local issues impacting on young people.	Service Leader Community & Place	
		Implementation of Youth Services Strategy	Actions implemented.	Implementation of Youth Services Strategy	Implementation of Youth Services Strategy	Implementation of Youth Services Strategy	Service Leader Community & Place	
4.3.2	Provide opportunities and mentoring programs for developing future community leaders	Strategic Partnership/Community Leadership Program	Improved support for members of the community to obtain key skills in community leadership and resilience.				Service Leader Community & Place	
		Ongoing implementation of the Leadership Framework	Framework continued to be implemented	Ongoing implementation of the Leadership Framework	Ongoing implementation of the Leadership Framework	Ongoing implementation of the Leadership Framework	Service Leader People & Culture	
		Ongoing implementation of the AlburyCity 'Grow Our Own' Program	Program actions implemented.	Ongoing implementation of the AlburyCity 'Grow Our Own' Program	Ongoing implementation of the AlburyCity 'Grow Our Own' Program	Ongoing implementation of the AlburyCity 'Grow Our Own' Program	Service Leader People & Culture	
		Continue to provide mentoring and leadership opportunities for the Youth Council and youth management committees.	Number of leadership processes formalised through OOSH program	Continue to provide mentoring and leadership opportunities for the Youth Council and youth management committees.	Continue to provide mentoring and leadership opportunities for the Youth Council and youth management committees.	Continue to provide mentoring and leadership opportunities for the Youth Council and youth management committees.	Service Leader Community & Place	
4.3.3	Advocate and support training opportunities in collaboration with community, industry and stakeholders to develop and retain future leaders	Develop and deliver AlburyCity Corporate Training Plan	Training programs delivered as identified and scheduled	Develop and deliver AlburyCity Corporate Training Plan	Develop and deliver AlburyCity Corporate Training Plan	Develop and deliver AlburyCity Corporate Training Plan	Service Leader People & Culture	
		Development of AlburyCity Talent Acquisition Framework	Framework developed and implemented	Development of AlburyCity Talent Acquisition Framework	Development of AlburyCity Talent Acquisition Framework	Development of AlburyCity Talent Acquisition Framework	Service Leader People & Culture	
4.3.4	Lead tailored 'capacity building' programs for delivery to LGAs and community groups to promote regional development. Bring together leaders from businesses and community	Strategic Partnership / Community Leadership Program	Number of community members undertaking program.	Strategic Partnership / Community Leadership Program			Service Leader Community & Place	
4.3.5	Facilitate volunteering opportunities and information about volunteering to all sectors of the community.	Implementation of the Volunteer Program	Program implemented.				Service Leader People & Culture	
4.3.6	Showcase the leaders in our community	Strategic Partnership/Community Leadership Program	Improved support for members of the community to obtain key skills in community leadership and resilience.				Service Leader Community & Place	

Outcome 4.4 Albury plans and leads with good governance								
2021-2022 priority actions to achieve this outcome include a community satisfaction survey, corporate actions and service reviews, and support for local Councillors.								
ALBURY 2030 STRATEGIC ACTION		2021-2022 OPERATIONAL PLAN	DESIRED OUTPUT	2022-2023	2023-2024	2024-2025	RESPONSIBILITY	LINKS TO ASSET MANAGEMENT STRATEGY
4.4.1	Implement state government legislated priorities	Undertake Governance Review	Review completed.				Service Leader People & Culture	
4.4.2	Consider risk implications and risk management in the implementation of projects and strategies	Development & Implementation of Emergency Plan for 553 Kiewa Street	Plan implemented.				Service Leader Engagement	
		Review and implementation of the AlburyCity Corporate Risk Plan	Actions implemented.	Implementations of the AlburyCity Corporate Risk Plan	Implementations of the AlburyCity Corporate Risk Plan	Implementations of the AlburyCity Corporate Risk Plan	Service Leader Strategy & Performance	
		Implementation of Live Well Work Well action plan items	Actions implemented.	Implementation of Live Well Work Well action plan items	Implementation of Live Well Work Well action plan items	Implementation of Live Well Work Well action plan items	Service Leader People & Culture	
4.4.3	Provide high quality, relevant and innovative customer service.	Deliver all of organisation Customer Service Training					Service Leader Engagement	
4.4.4	Foster and support local democracy and leadership.	Conduct 2021 Local Government Election Process in conjunction with NSW Electoral Commission	Ensure legislative requirements met.			Conduct 2021 Local Government Election Process in conjunction with NSW Electoral Commission	Service Leader People & Culture	
4.4.5	Ensure technical resources and infrastructure are current and maintained	Body-Worn Cameras	A suite of Body Worn Cameras for AlburyCity Compliance Officers	Body-Worn Cameras	Body-Worn Cameras	Body-Worn Cameras	Service Leader Engagement	
		Improve Network Reliability Power Works	Uninterruptible power supplies installed on critical network infrastructure.	Improve Network Reliability Power Works			Service Leader Engagement	
		Implementation of a Security Assurance Service	Implementation completed.	Implementation of a Security Assurance Service	Implementation of a Security Assurance Service	Implementation of a Security Assurance Service	Service Leader Engagement	
		Building Refurbishment - IT Elements	New IT environment for collaboration, quieted space and project work.	Building Refurbishment - IT Elements	Building Refurbishment - IT Elements	Building Refurbishment - IT Elements	Service Leader Engagement	
		Teams Rollout and Contact Centre	Implementation completed.	Teams Rollout and Contact Centre	Teams Rollout and Contact Centre	Teams Rollout and Contact Centre	Service Leader Engagement	
		IT Platform to Integrate Business Systems	Implementation completed.	IT Platform to Integrate Business Systems	IT Platform to Integrate Business Systems	IT Platform to Integrate Business Systems	Service Leader Engagement	
		Office 365 Activity Log Management	Implementation completed.	Office 365 Activity Log Management	Office 365 Activity Log Management	Office 365 Activity Log Management	Service Leader Engagement	
		Office 365 Data Governance - Identity Automation	Implementation completed.	Office 365 Data Governance - Identity Automation	Office 365 Data Governance - Identity Automation	Office 365 Data Governance - Identity Automation	Service Leader Engagement	
		Microsoft Teams Governance	Establishment of a service that allows the self service creation and management of Microsoft Teams.	Microsoft Teams Governance	Microsoft Teams Governance	Microsoft Teams Governance	Service Leader Engagement	
		Office 365 Data Governance - Records Management	Program implemented.	Office 365 Data Governance - Records Management	Office 365 Data Governance - Records Management	Office 365 Data Governance - Records Management	Service Leader Engagement	
		Office 365 Data Protection	Program implemented.	Office 365 Data Protection	Office 365 Data Protection	Office 365 Data Protection	Service Leader Engagement	
		Office 365 - User Adoption - Digital Literacy Software	Program implemented.	Office 365 - User Adoption - Digital Literacy Software	Office 365 - User Adoption - Digital Literacy Software		Service Leader Engagement	
		Business Systems roadmap implementation	Program implemented.	Network Switch Replacement		Meeting Room Technology Update	Service Leader Engagement	
		Cybersecurity roadmap implementation	Program implemented.				Service Leader Engagement	
		Data Storage and Management Strategy	Strategy developed.				Service Leader Engagement	
		Implementation LiveTiles Vibe trial – Workplace people analytics and engagement tool/platform.	Trial undertaken.				Service Leader Engagement	
		Review Workforce Management Strategy	Strategy reviewed and published.	Implementation of Workforce Management Strategy action plan..	Implementation of Workforce Management Strategy action plan..	Implementation of Workforce Management Strategy action plan..	Service Leader People & Culture	
		Grading and Salary Structure Review	Recommendations implemented.				Service Leader People & Culture	
		Ongoing implementation of the Organisation Review recommendations	Recommendations implemented.				Service Leader People & Culture	
4.4.6	Apply principles of good governance, openness and transparency	Human Resource Information System	System procured and implemented.	Undertake a Staff Climate Survey			Service Leader People & Culture	
		Two Cities One Community - Open Data Policy	Policy developed.	Two Cities One Community Regional IoT Network Trial			Service Leader Engagement	

		New AlburyCity Intranet	Works completed.	Sensor Network Growth	Sensor Network Growth	Sensor Network Growth	Service Leader Engagement	
		Two Cities One Community Blue Zones Project	Systems that support long term, evidence backed policies and interventions that optimise our liveable environments.	Innovation Partnerships Projects			Service Leader Engagement	
		Innovative Parking and Compliance Solution - Trial Sensor Extension	A sustainable long term solution to parking accessibility in the Albury city CBD.	Innovative Parking and Compliance Solution - Trial Sensor Extension	Innovative Parking and Compliance Solution - Trial Sensor Extension	Innovative Parking and Compliance Solution - Trial Sensor Extension	Service Leader Engagement	
		Follow Me Printing - Part of Multi-Function Device Contract Tender	New contract with service provider for photocopier services.				Service Leader Engagement	
		Staff Customer Service Management Improvement	Works completed.	Staff Customer Service Management Improvement	Staff Customer Service Management Improvement	Staff Customer Service Management Improvement	Service Leader Engagement	
		AlburyCity Covid Relief and Recovery Program.	Program implemented.	Procurement and Contract Management Software			Service Leader Strategy & Performance	
		Review Communications Policy and Procedure	Policy and procedures continually reviewd and updated.	Review Communications Policy and Procedure	Review Communications Policy and Procedure	Review Communications Policy and Procedure	Service Leader Engagement	
		Implementation of the organisational wide All Roles Flex Program	Program communicated and implemented across organisation.	Implementation of the organisational wide All Roles Flex Program	Implementation of the organisational wide All Roles Flex Program	Implementation of the organisational wide All Roles Flex Program	Service Leader People & Culture	
		Corporate Performance Strategy implementation	Strategy actions implemented.	Corporate Performance Strategy implementation	Corporate Performance Strategy implementation	Corporate Performance Strategy implementation	Service Leader Strategy & Performance	
		Ensure adequate provision of WHS information, and training	Training programs delivered.	Ensure adequate provision of WHS information,and training	Ensure adequate provision of WHS information,and training	Ensure adequate provision of WHS information,and training	Service Leader People & Culture	
		Undertake Employee Wellbeing Programs	Completed, staff participation and benefit.	Undertake Employee Wellbeing Programs	Undertake Employee Wellbeing Programs	Undertake Employee Wellbeing Programs	Service Leader People & Culture	
		Further develop and review People & Culture procedures	Relevant documents reviewed	Further develop and review Human Resources procedures	Further develop and review Human Resources procedures	Further develop and review Human Resources procedures	Service Leader People & Culture	
		Development of a Diversity Strategy	Strategy developed	Implementation of Diversity Framework	Implementation of Diversity Framework	Implementation of Diversity Framework	Service Leader People & Culture	
4.4.7	Support and encourage an innovative community	Two Cities One Community - Communications Platforms	An open communication platform of the 18 smart community services as identified through the Smart Community Framework.	Two Cities One Community - Communications Platforms			Service Leader Engagement	
		Public WiFi Phase 2	Connected cross-border community through internet accessibility.	Public WiFi Phase 2			Service Leader Engagement	
How we will measure our progress	AlburyCity Service and Efficiency Review schedule; AlburyCity Risk Management Action Plan measures; and Staff Employee Opinion Survey priorities from action plan							
Links to Workforce Management Strategy	Attracting Our People - We ensure our ongoing capacity through understanding our current and future workforce needs.							
	Protecting Our People - The safety of our people and community is a key aim for AlburyCity							
	Supporting Our People - We have a commitment to open, transparent and productive working relationships and arrangements based on AlburyCity's Values and Guiding Principles.							
	Leading Our People - Our leaders demonstrate the organisations values and principles and reinforce our desired culture							