



FEDERATION COUNCIL

Progress Report Against Delivery Program



Adopted 21 August 2018

Community and Culture

A community that is united, innovative, involved and caring

A creative community.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.1.1.1	Ensure all artistic spaces are inclusive, welcoming and well promoted.	Implementation of priorities within THE Social and Cultural Plan.	Completed	100%	
		Promotion of exhibition, programs and activities program.			
1.1.2.1	Develop a program of activities that engage young people and children in the arts and cultural activities throughout Council's facilities including the Libraries and Artspace.	Number of opportunities provided for children and young people to be involved in arts and culture activities.	Completed	100%	
1.1.2.2	Provide a diverse range of opportunities for all people within the community to participate in.	Continued support of Murray Arts in the community.	Completed	100%	Inaugural photographic show held at Art Space. Exhibitions held of works by primary and high school students and community members. Annual Arts Show held in January 2018 Bald Archy bid for 2018 successful
		Volunteering opportunities provided.			
		Ongoing involvement of the former Corowa Arts Advisory Committee.			

A safe, accessible and visually attractive community

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.2.1.1	Support the development and implementation of initiatives	Continue to participate on the Police Advisory Committee to advocate on behalf of the community on matters of community safety	Progressing	50%	Ongoing role for Councillors and Council Officers.
1.2.1.2	Work to ensure that private land and property is well presented	Regularly inspect visual impacts of private land and follow up with land owners not responding to community expectations where legislation supports action.	Progressing	50%	Ongoing actions to regulate private land within the relevant planning and environment controls as legislated.
1.2.2.1	Increase the access that the local community and visitors have to creative arts	<p>Work with Morundah Bush Entertainment Committee to deliver new Community Building at Morundah</p> <p>Support the Council Cultural Plan to address creative arts development and public and community art projects</p>	Progressing	60%	<p>Access Committee developing plan for audit of council buildings for accessibility</p> <p>Access Lift to be installed October 2018</p> <p>Public Art Policy developed</p> <p>A \$50,000 contribution made by Council through amalgamation funding.</p>

An empowered, active, connected and sustainable community

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.3.1.1	Preparation of a Community Engagement Plan	Adoption and implementation of plan	Completed	100%	
		Former Urana Council Newsletter distributed to all households within the Council monthly			
1.3.1.2	Preparation of an overall Council Communications Plan	Completion of Service review of council communications	Completed	100%	The Communications Department has finalised an overall communications plan, also known as the Federation Council Stakeholder Plan. This plan will be used by Council's departments as guided under the Corporate Communications Strategy, currently in draft.
1.3.1.3	Support the availability of affordable public internet access	Free internet access provided for community members at Federation Council's Library and Council Offices	Completed	100%	NBN – Corowa Library goes active in June. Howlong Library to follow shortly. LIBERO - Library Management System to go to Cloud June.
1.3.2.1	Maintain an appropriate Emergency Management response.	Town and village Emergency Management Plans developed and incorporated into DISPLAN	Progressing	80%	Ongoing with active participation in the Local Emergency Management Committee and staff training.

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		Town and village Emergency Management Plan and Recovery Plan, is maintained in partnership with relevant agencies.			A Review of Councils Local Emergency Management Plan has been completed.
1.3.2.2	Support the community's preparedness for socially and economically challenging times (such as drought and floods) by providing information, education and advice.	Attendance at relevant community/agency meetings to ensure understanding of local needs.	Progressing	0%	Council continues to work with and coordinate inter agency groups to ensure an understanding of local needs and issues and that action occurs when required.
		Allocation of an appropriate resource to ensure a response can be coordinated when required.			
1.3.3.1	Celebrate the contribution made by volunteers to the community throughout the shire.	Volunteers publicly acknowledged and thanked as part of Volunteer Week celebrations.	Progressing	70%	Volunteer Recognition Celebration planning is under way. Nominations are open and an event is scheduled for 22nd July.
		Implementation of Citizen of the Year Awards.			
1.3.3.2	Encourage participation of volunteering throughout the shire.	Promotion of volunteer opportunities conducted and additional volunteers recruited.	Completed	100%	Council maintains a register of volunteering opportunities within Federation Council in order to promote this.
1.3.3.3		Maintain number of library members.	Completed	100%	Tech Savvy Seniors, Author talks, School visits, storytime,

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	Facilitate the delivery of exciting and engaging library services throughout the shire.	Programs and activities delivered. Level of services available.			rhymetime and other adult programs such as Looking into TROVE Outreach to Yarrawonga Mulwala Lifestyle Festival and Festival of Fun for kids
1.3.3.4	Work with schools to support and encourage young people's involvement with volunteering opportunities within the shire.	Schools consulted and actions included on Youth Council Strategy. Number of young people volunteering within community.	Progressing	60%	Federation Youth Council has six youth councillors and have begun planning a number of youth focused events and activities. The Youth Council will be recognised at the annual Volunteer Recognition Celebration. Festival of Fun for Kids successfully run in May and attracted around 4000 people. Young people were engaged in volunteering through their schools and community groups. Initial planning to develop a volunteer focused project that supports and encourages more people across the Council area to volunteer is scheduled for the next 12 months.
1.3.4.1	Deliver a community grants program, that facilitates and supports partnership	Continue to review the funding guidelines, application process and reporting requirements.	Completed	100%	Round two of the Community Grants program was completed in

Action Code	Action Name	Performance Measure	Status	Progress	Comments
	programs and projects within the community	Review the current funding arrangements in place between Council and its Section 355 Committees			June and \$27,700 was allocated to 16 projects.
1.3.4.2	Promote opportunities to volunteer and to be involved in community projects	Volunteering opportunities actively promoted in partnership with the community	Completed	100%	Council maintains a register of volunteering opportunities within Federation Council in order to promote this.
1.3.5.1	Support in the attraction of funding to facilitate identified priority projects	Support and advice provided in the application for funding process to assist and facilitate the response to community priorities.	Completed	100%	Grant applications totalling over \$20M have been prepared and were successful over the last financial year.

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1.3.6.1	Provide ongoing support to community groups, clubs and committees to encourage diverse and representative membership and involvement.	Ongoing support provided.	Completed	100%	A review of section 355 Committees has commenced. Council has introduced other committees including the Ageing Well Committee, Youth Council and the Access and Inclusion Member. Broad representation has been encouraged as part of this process. Council has also introduced a number of committee steering committees for projects.
1.3.7.1	Provide information to community groups, clubs and committees	Relevant grant information distributed to community groups and support provided for grant applications	Completed	100%	
1.3.7.2	Support and facilitate the long term sustainability of our community groups	Community groups supported to access ongoing financial support	Progressing	50%	Committee guidelines and policy adopted at June Council meeting. Responsibility to be assigned to relevant staff for each committee to progress meetings and commence consultation for TOR development.
		Regular information provided to Section 355 Committees to support their planning and project management.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Workshop hosted for Section 355 Committees on governance			

An inclusive, considerate and welcoming community.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.1.1	Plan for the future in partnership with our young people	Implement a Youth Forum/Council to identify activities, projects, events and facilities that young people would like to participate in.	Progressing	80%	Youth Council started in April 2018. They have been consulted on the CSP, Delivery Plan and Budget, have nominated two councillors to be on the Corowa Skate Park Committee, have given feedback to the economic development area on what impacts youth in the area, and are currently developing a plan for a youth initiative to be rolled out in the next six months.
1.4.1.2	Support the implementation of youth based recreation and social projects in the shire	Youth based recreational opportunities promoted through Council's website and newsletter.	Progressing	65%	Youth Council Youth page on website and events and youth focussed initiatives advertised on website. Community directory on website advertising external clubs / groups. Events and activities promoted through Council's newsletter and other media and promotional channels.
1.4.2.1	Celebrate and facilitate the positive contribution that our older residents make to our community.	Seniors Week celebrated.	Progressing	70%	The Ageing Well Strategy 2018-2021 is complete. The Ageing Well Ambassadors will be invited to continue assisting Council to implement the strategy.
		Seniors Week celebrated.			

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		<p>“Ageing Well” resource distributed.</p> <p>Recognition and celebration in Council communication.</p>			<p>The Baby Boomers Bus About was hosted in April providing a well organised, informative and enjoyable series of events for senior residents.</p> <p>The review/updating process is underway for the new Federation Council's Ageing Well Resource.</p>
1.4.2.2	Continue to understand the demographics, trends, challenges and opportunities that are facing our older residents.	<p>Ageing Well Strategy implemented</p> <p>Service mapping completed and strategy developed.</p>	Completed	100%	<p>Ageing Well Strategy to be adopted by Council in June and includes extensive information about demographics, needs, challenges and opportunities.</p> <p>The strategy details 76 actions that will support health ageing in the council area.</p>
1.4.2.3	Provide opportunities for older residents to come together and	Social opportunities within our community that encourage interaction for our older residents – including the seniors week luncheon, supported.	Progressing	80%	Twelve buses, six events and 400 Federation Council residents attended the Baby Boomers Bus About as part of the 2018 NSW Seniors Festival. Events included Morning Melodies in Mulwala, S&P Screening in Corowa, April No Falls in Oaklands, Dying to Know in Howlong and Ageing Well Lunch in Urana.

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					<p>Updating and reviewing of a new Ageing Well Resource is underway that promotes social activities.</p> <p>The Volunteer Recognition Celebration provides a social opportunity for older residents who volunteer to come together. Council promotes local community groups and sporting clubs on the Community Database on the website.</p>
1.4.3.1	Support the community with activities and projects that welcome new residents to the community.	The provision of up to date information and resources for new residents through communication channels such as the website.	Progressing	95%	Document reprinted. Some changes required.
1.4.4.1	Explore innovative ways to ensure the regular consideration of the changing needs and priorities of our rural and isolated communities.	Community Priority Action Plans developed for rural communities.	Progressing	60%	Engagement with rural communities for the development of CSP included smaller rural communities of Savernake, Coreen, Morundah, Boree Creek, in addition to Oaklands, Mulwala, Corowa,

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		Monitoring of demographic and social characteristics of rural communities carried out.			Howlong and Urana. Phone surveys also conducted with 225 respondents in the region to identify key priorities.
1.4.4.2	Explore online opportunities to support the recording / promotion of the shires history	Online recording and documentation of historic photographs and written material supported	Completed	100%	<p>Looking into TROVE - Is a collaboration between the National Library, Australia's State and Territory libraries and hundreds of cultural and research institutions around Australia, working together to create a legacy of Australia's knowledge for now and into the future.</p> <p>Sessions held in April:</p> <ul style="list-style-type: none"> • Corowa- Learn how to search historical national and local newspapers online to find your family history and community history • Mulwala - Learn how to search historical newspapers and government gazettes online to find your family history and community history

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1.4.4.3	Support and encourage projects that encourage and facilitate the celebration and protection of our rural history through the collection of stories and experiences.	Projects supported and historic stories documented.	Completed	100%	<p>Looking into TROVE - Is a collaboration between the National Library, Australia's State and Territory libraries and hundreds of cultural and research institutions around Australia, working together to create a legacy of Australia's knowledge for now and into the future.</p> <p>Sessions held in April:</p> <ul style="list-style-type: none"> Corowa- Learn how to search historical national and local newspapers online to find your family history and community history Mulwala - Learn how to search historical newspapers and government gazettes online to find your family history and community history
		Projects supported and historic stories documented.			
		Historical information provided through Council Libraries.			

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1.4.5.1	Continue to provide opportunities for young people to contribute to community priorities.	Number of opportunities for young people to provide feedback on priorities.	Progressing	75%	<p>Council continues to provide opportunities for young people to contribute to community priorities through surveys, and face-to-face. This included running a youth focused workshop for the Community Strategic Plan and Delivery Plan.</p> <p>Council has consulted and will continue to consult with young people on the development of the play space and skate parks in the Council area. The Corowa Skate Park Committee will include two Youth Councillors and two young community members on their committee.</p> <p>Federation Youth Council meets monthly and provides opportunities for young people to contribute to community priorities.</p>
		Number of opportunities for young people to provide feedback on priorities.			

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1.4.5.2	Ensure young people have access to community spaces where they feel welcomed, safe and included.	Development of masterplans and community infrastructure projects that reflect the needs of young people.	Completed	100%	The new Youth Council has been established and six young people appointed as Youth Councillors. Two Youth Councillors are representatives on the Corowa Skate Park committee and the group has also reviewed and provided input into development of the Community Strategic Plan and Delivery Program. Planning is underway by the Youth Council for a youth led project that will encourage young people to come together and connect with the wider community
1.4.5.3	Explore innovative ways to engage a broader range of young people in the use of a 'youth based' community space.	Number of young people consulted on the delivery of 'youth based' spaces.	Progressing	80%	An initiative for the Federation Youth Council in 2018 is the Community Piano Project. The Youth Council will source second-hand pianos and then work with local schools and community groups to turn them into public art pieces. The pianos will located in public spaces and available for people passing by to play.
		Development of youth based spaces identified in Youth Strategy.			

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1.4.5.4	Promote community, sporting, education and academic leadership opportunities for young people within our community throughout Council publications and on Council's website.	Number of leadership opportunities promoted.	Progressing	50%	Community directory and youth page on website. Federation Youth Council provides leadership and teamwork opportunities. Council supports local schools, community and sporting groups to run events and activities that supports young people via the Community Grants process and support from Council staff. Council welcomes work experience students from the area.
		Number of education and training opportunities for young people supported.			
1.4.5.5	With guidance and direction from the Youth Strategy, deliver programs that actively engage a variety of young people and provides them with meaningful skills and experiences.	Number of programs developed and implemented.	Progressing	85%	The Federation Youth Council actively engages and mentors a variety of young people and provides them with meaningful skills and experiences. The Federation Youth Council are planning a number of youth driven and focused events and activities that will engage the broader community.
		Level of attendance and involvement by young people.			
1.4.6.1	Advocate for strong and sustainable local education options	Advocate for the schools with our Council to continue with support from the NSW State Government	Completed	100%	We continue to have good enrolment numbers across 4 bases, with two bases sustainable

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		Provision of Council preschool services to more remote communities.			because children are transported from nearby townships.
1.4.6.2	Advocate for the delivery of integrated education facilities and programs.	Representation outcomes.	Complete	100%	
		Representation outcomes.			
		Long term sustainability of former Corowa TAFE.			
1.4.6.3	Advocate on behalf of our children to ensure that we continue to develop our communities as a great place for our children to grow and provide opportunities for children to develop their independence and skills.	Number of programs supported and delivered.	Completed	100%	A lack of child care in Howlong, Oaklands and Urana is still a key issue. Council has continued to advocate for changes in funding.
1.4.6.4	Continue to meaningfully engage children in community life.	Festival of Fun for Kids delivered biannually.	Progressing	75%	<p>Festival of Fun for Kids was hosted in May with over 4000 people attending. 19 community groups including schools were involved in the festival. 21 volunteers from the community assisted on the day.</p> <p>150 students were involved in the Sky Light Lantern Project in the lead up to the event, which was supported through the CASP program.</p>
		Level of community involvement in delivery of the event.			
		Level of attendance and community support.			

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1.4.6.5	Continue to recognise and support the Indigenous community throughout the shire.	Level of consideration of Indigenous culture in planning and delivery of initiatives.	Completed	90%	Council events and activities follow the 'welcome to country and recognition of traditional owners policy' A focus on this was introduced at Australia Day Awards and the Festival of Fun for Kids'
		Number of opportunities to raise awareness and include indigenous culture.			
1.4.6.6	Continue to support a range of services, activities and groups that support children and their families.	Implementation of priorities within the Social and Cultural Plan.	Completed	100%	Continue with Storytime and Holiday programs and school visits. Highlight was Library and Information Week tour with Oliver Phommavanh (author, comedian and teacher) to schools across the Federation council area - over 600 children enjoyed meeting Oliver. Celebrating Library Lovers Day and launch of Love your library – Launch of Library Video, Banners, Flags, library bags and Bookmarks. People were invited to write a Love Letter (or what they liked about their libraries Invite to preschoolers to attend National Simultaneous Storytime.
		Level of support for groups and organisations delivering services to support children and their families.			
		Number of children's programs delivered through libraries.			

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1.4.6.7	Ensure Council staff develop networks and relationships with service providers, peak bodies and government officials	Level of support provided for relevant Council staff attendance at regular formal network meetings such as RAMROC.	Progressing	50%	This work is ongoing and undertaken through active participation in regional and state forums, roundtables and meetings.
1.4.6.8	Ensure that Council publications and communication reflect the diversity of the community.	Number of articles and publications developed and circulated.	Progressing	80%	Council uses a number of different channels to communicate events and programs including Council's managed newsletters, social media, Council's corporate and tourism websites. Events and activities are promoted through radio, television, promotional publications and media releases to local newspapers and magazines. A flyer was sent to all residents for activities such as the Federation Youth Council and the Seniors Week events.
1.4.6.9	Ensure that family accessibility and inclusiveness is considered in the long term planning of Council programs, planning and activities.	Implementation of priorities within the Social and Cultural Plan.	Completed	10%	Council has completed the development of a new Community Strategy Plan and is working to implement the Access Inclusion Plan. A number of major projects are being delivered throughout the
		Level of consideration of the needs of families in long term			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		planning of community facilities and programs at a State and Federal level.			Council area which will be key attractions for families.
1.4.6.10	Ensure the needs people with a disability and culturally and linguistically diverse residents are considered in the provision of community activities, events and programs.	Level of accessibility for all people and all abilities available at council events and activities.	Progressing	85%	Council has adopted the Disability Access Inclusion Plan and is working with the committee to ensure implementation of the plan.
1.4.6.11	Implementation of key community playgrounds	Development of community playground.	Completed	80%	Four new Playgrounds have been constructed and the Major Playground Projects including Bangerang Park and Purtle Park are now commencing
1.4.6.12	Promote events and opportunities throughout the shire that recognises and celebrate the diversity within our community.	Number of events conducted and opportunities promoted.	Progressing	80%	Council continues to run a number of events and projects that celebrates diversity such as the Festival of Fun for Kids , Bald Archie and the Australian Billy Cart Championships and civic events that celebrate seniors week, youth week, Harmony Day, International day of a disability week, NADIOC week, Local Government Week, and Australia Day. Council will host students from Japan as part of the Miki City program. Council supports events such as the Federation

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					Arts Festival and the North East Skate Park event as well 33 community events and activities through the Community Events Program, 2 events through event sponsorship and 6 community groups through the Free or Discounted Use of Halls and Venues Grant program. Provides personal support to 38 event organisers who host events on Council owned or managed facilities
1.4.6.13	Review and set priorities for the consolidation and/or renewal of Playgrounds within the region.	One central focal playground established for each township.	Completed	60%	Several smaller pocket playgrounds have been removed.
		Playground Masterplans completed.			
1.4.6.14	Where appropriate, advocate for and support the long term sustainability and inclusion of the small rural schools within the shire.	Level of advocacy for sustainability of small schools.	Completed	100%	This has been included as an action within Council's Community Strategic Plan. Council has been working to support the rural Schools through the Mobile Preschool.
		Level of participation by small schools in relevant activities, events and projects conducted by Council.			

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1.4.6.15	Work to ensure that people in the community have access to services and facilities throughout the shire.	Number of priorities within the Social and Cultural Plan implemented.	Completed	100%	An ageing Well Plan and Disability Access Inclusion Plan (and Committees) have been established to monitor this.
1.4.7.1	Advocate for and support the provision of a medical centre for the community	Level of financial subsidisation for the Council's Medical Centres	Completed	100%	Funding granted for Oaklands Medical Centre.
1.4.7.2	Advocate on behalf of the shire's communities for the provision of Community Services	Level of support and advocacy for a range of child and family support services within the Council.	Completed	100%	Council coordinates the Corowa Inter agency Group and participates in the Urana and District Inter Agency Group. Council has increased its level of support for the provision of medical services to the township of Urana and Oaklands. Council continued to run the mobile Preschool and has introduced a bus service to improve access to this service.
		Level of advocacy on behalf of the community to maintain health and medical services within Council.			
		Level of advocacy for access to long day care children's services within the Council.			

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1.4.7.3	Explore strategies to retain existing health services	Number of strategies to retain the existing health services available at the former Urana Hospital.	Completed	100%	Funding and lease agreement reached for Urana and Oaklands Dr.
		Opportunities to establish the Oaklands Medical Centre investigated.			
1.4.7.4	Support the provision of aged services within the shire	Level of work conducted with Oaklands Lions Club to ensure continued maintenance and improvements to Oaklands Aged Care units as required.	Completed	50%	The operation of the independent living units in Howlong are now managed by Federation Council. Council has facilitated bi monthly inter agency meetings.
		Billabidgee Aged Care units renovated.			
		Level of engagement with Aged Care Housing providers on future management arrangements for Billabidgee Aged Care units.			
		Compulsory land acquisition of land immediately surrounding			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Billabidgee Aged Care units undertaken.			



Engaging events and celebrations.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.5.1.1	Support the delivery of diverse community activities and events	Level of support provided to community activities and events through access to appropriate council resources, including promotional support and support to access funding.	Progressing	80%	<p>Council provides \$55,000 cash and in-kind support through the Community Grants program, \$20,000 Event Sponsorship and \$5000 in free or discounted use of Council facilities and venues.</p> <p>Council employs a Events and Community Project Officer to assist with event applications.</p> <p>An Event and Festival Guidelines and application process is available to assist event organizers with their planning on website and through contacting the Council directly.</p> <p>Event Organisers can list their events and activities on the Visit Corowa Region website, Events Calendar, VIC and Community Noticeboards. Council promotes events through the multiple channels where applicable.</p>

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1.5.2.1	Encourage event organisers to consider sustainable event management principles in accordance with event international standards.	ISO Sustainable event guidelines distributed to community groups.	Progressing	50%	Council's Events and Festival Guidelines provides recommendations on how event organisers can reduce their eco footprint and be more sustainable, develop a waste wise event with a waste management plan and consider the sustainable use of water when planning for an event. Council leads by example ensuring their own events are sustainable.
1.5.2.2	Ensure that all events are safe, well planned and of high quality.	Level of support provided to Community groups to ensure that all events meet risk and compliance requirements.	Progressing	80%	Council staff are trained and experienced in Event Management across a broad array of events. They provide face to face support to event organisers. Council provides a comprehensive Events and Festival Guidelines on the website to help organisers meet compliance and risk management. Templates and examples of risk assessments and event documentation are provided to support applications. Council offers community grants twice a year to community groups and organisations to
		Event manual reviewed and promoted to support event organisers.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
					support the running of safe and high quality events.
1.5.2.3	Support a coordinated approach to the planning, promotion and implementation of events throughout the Shire.	Events strategy developed and implemented	Completed	100%	The Corowa Visitor Information Centre develops and circulates a monthly calendar of events and also uses social media and the destination website to promote events. Extensive support provided to organisers throughout the year to assist with the development and implementation of events. An event sponsorship program has also been established and funded three events.
		Monthly and annual Calendar of Events prepared and promoted.			
1.5.2.4	Support the delivery of major municipal events.	Number of major events supported and implemented.	Completed	100%	This quarter, Council has successfully delivered the Festival of Fun for Kids, Billycarts, Baby Boomers Bus About and Youth Week. Council's event sponsorship program has supported three major events.
		Tourism and Events Grant program developed and implemented.			

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1.5.3.1	Promote use of the Urana Aquatic Centre and Colombo Recreation Reserve	Management plans for the Urana Aquatic Centre and J M Smith Flora and Fauna reserve Urana, and Oaklands Crown reserves developed.	Progressing	80%	
1.5.3.2	Support the community's ability to partake in recreation	Level of work carried out with Recreation Committees to ensure that all facility upgrades and future developments are flexible in use – encouraging diverse and inclusive activities.	Progressing	95%	Ongoing maintenance programs and capital works are undertaken to facilitate community participation in a broad range of recreational activities.

Infrastructure and Services

Infrastructure that is well planned, well developed and well maintained and services that are accessible and effectively delivered.

A community protected and prepared for emergencies.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.1.1.1	Maintain, further develop and effectively promote the emergency management and recovery plan as required.	Annual review of Emergency management plan conducted and communicated.	Progressing	80%	Ongoing. LEMP reviewed and updated.
		Evacuation points established and clearly marked.			
2.1.2.1	Advocate for the adequate provision of responsive police and emergency services throughout our community.	Level of involvement in advocacy initiatives conducted.	Progressing	60%	Ongoing continual advocacy and support of initiatives.
2.1.2.2	Continue to support crime prevention initiatives throughout the community, including those relating to anti-social activities and responsible drinking.	Number of initiatives supported.	Progressing	50%	Ongoing continual advocacy and support of initiatives.
		Level of support provided to crime prevention initiatives such as community safety subcommittee.			
		Implementation of alcohol free zones.			

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2.1.2.3	Education and enforcement of regulatory controls and local laws to protect the community.	Number of incidents reported.	Progressing	50%	Ongoing as required.
		Number of activities to create awareness of regulatory controls and local laws.			
2.1.2.4	Facilitate and support the Community Safety Committee to develop and implement its annual community safety plan.	Annual community safety plan developed and implemented.	Progressing	50%	Ongoing as required.

A Council of excellence for sport and recreation.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.2.1.1	Continue to facilitate training and development sessions that support the management of sport and recreation groups in conjunction with Department of Sport and Recreation.	Annual recreation training calendar implemented.	Completed	100%	Grant writing workshop was facilitated by Council to support sporting clubs to prepare a grant application through the Stronger Country Communities program. This was recorded and made available online and is a great resource for general applications.
2.2.1.2	Continue to maintain and expand a high quality pathway network that is flexible in purpose to facilitate a range of users.	Annual Pedestrian Access Mobility Plan (PAMP) works program implemented.	Progressing	15%	During the reporting period a panel contract has been created to enable Council to carry out Kerb and Gutter and general concrete work - this has allowed a start to be made to clearing the backlog of footpath maintenance works.
2.2.1.3	Continue to promote the Council's sporting facilities, venues and assets.	Level of ongoing promotion of facilities and venues.	Progressing	65%	Council offers a free or discounted use of Council facilities grants to community groups to encourage the use of Council facilities and venues. Council has a community directory on the website where sporting groups can list their facilities. Council promotes its venues and facilities through the website. Council is currently undertaking a review of all facilities and venues in the Federation Council.

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2.2.1.4	Ensure integrity of existing pathway network through regular maintenance inspections and appropriate works.	Annual audits conducted and maintenance works scheduled.	Progressing	35%	During the reporting period a panel contract has been created to enable Council to carry out Footpath work and general concrete work - this has allowed a start to be made to clearing the backlog of footpath maintenance works. Ongoing inspections continuing. Council is investigating purchasing a module in the REFLECT software that will streamline inspections and programming in this area
2.2.1.5	Promote footpath and cycle way network.	Walking and cycle paths promoted.	Completed	100%	Council's destination website promotes the cycle paths and trails within the region. The printed map is also made available through the VIC when visitors hire bikes.
2.2.1.6	Support sporting clubs and groups in their bids for large scale sporting events.	Large scale sporting events identified and included in Recreation and Events Strategy's.	Progressing	40%	Council supported Multi Sports Festival through the Event Sponsorship Program.

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2.2.2.1	Adopt whole of community approach to planning of recreational facilities to ensure development of infrastructure meets the changing needs of our communities and facilitates new sports and diverse use.	Recreation Strategy developed.	Progressing	70%	Under planning to commence in 2019
2.2.2.2	Continue to support recreation management committees.	Level of support provided to all recreation management committees.	Completed	100%	Ongoing through the various section 355 committees and other community committees.
2.2.2.3	Development of a new swimming pool for Corowa.	Progress of Corowa Swimming pool upgrade.	Progressing	20%	<p>Council resolved to:</p> <p>130/18FC RESOLVED on the motion of Councillors Whitechurch and Kennedy</p> <p>1. THAT Council endorse option 4 from the Corowa Swim Centre redevelopment report and proceed to finalise design on that option and call for tenders; and</p> <p>2. THAT Council continue to investigate an indoor heated pool option.</p> <p>Development of the Design Tender document is underway.</p>
		Development of project plans.			
		Corowa Swimming Pool business plan updated			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.2.2.4	Ensure a place making approach is taken for all open space and water foreshore developments within the Council.	Participate in pilot Crown Lands Review.	Progressing	70%	An ongoing implementation and review process is in place for the activities noted.
		Implementation of Corowa Riverfront Masterplan.			
		Implementation of Lonsdale Reserve Masterplan.			
		Implementation of Lowe Square Masterplan.			
		Development and implementation of a Mulwala Foreshore Masterplan.			
2.2.2.5	Support community groups and clubs in the development of projects securing of funding.	Number of funding applications submitted and amount of funding obtained.	Completed	100%	The number of applications submitted has been significant with the receipt of in excess of \$8M in additional grants in the 17/18 financial year.

Efficient and high quality service delivery.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.3.1.1	Continue to support the integration and delivery of coordinated and quality Council services for our community.	Number of new advancements made in relation to coordinated service delivery.	Progressing	50%	Council is continually undertaking a range of service reviews to ensure that service delivery is as efficient as possible.
2.3.1.2	Develop mechanisms that continue to support the appropriate distribution and promotion of service information throughout the Council.	Communications strategy developed	Progressing	50%	Ongoing education programs and service information delivery activities are undertaken to ensure the community is well informed about service delivery.
		Service level KPI's in place for all key operational areas.			
2.3.1.3	Support the exploration of best practice opportunities relating to the co-location of services within our communities.	Level of advocacy and participation in appropriate discussions with external service providers.	Ongoing	50%	Ongoing exploration of co-location possibilities as opportunities arise. Current co location of activities includes a return of Council payment options at post offices.
2.3.2.1	Continue to support the Corowa Shire Interagency group.	Level of attendance at Interagency Group meetings.	Completed	100%	Interagency meetings attended.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.3.2.2	Facilitate the involvement of service providers and organisations within the community, in particular in regards to community planning.	Number of community service providers involved in community engagement process.	Completed	100%	Extensive stakeholder engagement completed as part of the Ageing Well Strategy development, including interviews with service providers. Targeted focus groups held to inform the CSP.
2.3.3.1	Advocate on behalf of our communities to ensure that their needs are consistently and accurately represented at state and federal levels in regards to the allocation of services, resources and programs.	Level of advocacy in relation to allocation of services, resources and programs.	Progressing	50%	Council continues to advocate for services, resources and programs as an ongoing activity.
2.3.3.2	Continue to facilitate Council's involvement and utilisation of the Profile and Forecast ID programs to ensure all strategies and planning consider accurate demographic information.	Profile ID and Forecast ID subscriptions maintained and made available.	Completed	100%	Profile id. data used to inform community strategic plan and information circulated to community groups.
2.3.3.3	Relevant community demographic information collected and disseminated to relevant service and community agencies to support sound and accurate planning and appropriate delivery of on the ground services.	Community profiles available on Council's website.	Completed	100%	Economic and Community Profiles are available on Council's website.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.3.3.4	Remain up to date on social and community priorities and ensure that these are regularly considered in the delivery of projects.	Priorities identified via feedback from community. Customer satisfaction program implemented annually.	Completed	100%	Extensive community engagement completed as part of the development of key planning documents including the Community Strategic Plan, Ageing Well Strategy and Disability Inclusion Access Plan. This ensured these documents reflect community priorities. Expression of interest process undertaken to determine grant applications for community and recreation infrastructure projects.

Health services that support a healthy community.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.4.1.1	Continue to provide, maintain and promote facilities and assets throughout the Council that encourage and support healthy and active lifestyle choices.	Number of recreational facilities provided and promoted on Council website.	Completed	100%	Council has worked with the community to submit 17 grant applications for sport and recreation infrastructure projects. Facilities listed on council's website and included on regular maintenance programs.
2.4.1.2	Continue to support and promote health programs, initiatives and healthy choices throughout the community.	Number of health initiatives and programs supported.	Completed	100%	
		Number of healthy lifestyle messages promoted.			
2.4.2.1	Continue to communicate the needs of our community to relevant bodies to support appropriate service delivery for our community members, including those with increased needs.	Number of updates given to relevant service providers and authorities regarding community health needs and priorities.	Completed	100%	CSP, Disability Inclusion Action Plan and Ageing Well Strategy have now been completed and will be valuable tools to advocate for the appropriate services and facilities to support community needs.
2.4.2.2	Continue to support the community in the priority to retain hospital, emergency and medical services locally.	Level of support provided for the continued presence of health and community services.	Progressing	75%	

Infrastructure that facilitates an active community

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.5.1.1	Actively seek funding to support the long term sustainability of community swimming pools	Level of funding opportunities for the redevelopment of the Council's swimming pools explored and pursued	Completed	100%	Ongoing advocacy as opportunities arise.
		Options explored to change the operating structures and associated costs of operating the Oaklands and Urana swimming pools			
2.5.1.2	Attract funding to support the continuing improvement of the recreation grounds	Work commenced on the Victoria Park Urana masterplan	Progressing	75%	Victoria Park master plan underway with the implementation of various capital works projects during the 17/18 year. Ongoing advocacy as opportunities arise.
		Ongoing information to community and sporting groups to support their applications for funding that facilitates the redevelopment of recreation grounds			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		throughout the Council provided.			
2.5.1.3	Develop a coordinated approach to the management including upgrade of our community facilities	Level of work with Section 355 committees to identify priorities for maintenance, renewal and upgrades across the entire Council.	Progressing	30%	A draft section 355 Policy has been adopted for consultation and manual prepared. Project Team engaged and staff and councillor representatives appointed to committees. Committees contacted to initiate discussion and agreed Terms of Reference.
2.5.1.4	Ensure appropriate provision and use of all open space and facilities under Council control	Ongoing assistance for recreation ground committee and development of master plans when opportunities arise provided.	Completed	100%	Ongoing as opportunities arise.
2.5.2.1	Continue to improve the number of walking and cycle tracks	Level of participation with the community to continue to implement the former Urana Council Pedestrian and Mobility Plan (PAMP).	Progressing	85%	The Urana PAMP has been included in the current footpath works program. The Urana Youth Park has been completed in accordance with the funding available. Future funding opportunities are to be explored to enable expansion of the skate park area.
		Level of activity carried out to			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		develop the Urana Youth Park			



Rural, Urban Development & Local Economy

A prosperous and resilient community

A growing and sustainable business and industry community.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.1.1.1	Advocate for the ongoing improvement of key facilities.	Level of improvements made to gas and electricity services throughout the Council.	Progressing	70%	<p>Agribusiness - Working with individual enterprises and Riverine Consultants to improve productivity and explore new crops.</p> <p>Streetscape Masterplan - Ongoing work now the responsibility of the Project Management team.</p> <p>Mulwala Business Park - Tender now scheduled for Q3 2018 by Project Management Team.</p> <p>Howlong Business Park - Managed by consultant and progressing. Design undertaken and ancillary works commenced.</p> <p>Industrial sales are robust and 'unexpected' lots being brought on line. e.g Mulwala Depot and some the Council land occupancy issues being resolved.</p> <p>A range of new industries are being proactively approached while</p>
		Level of advocacy and support provided for implementation of NBN initiative.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
					maintaining the facilitation role for businesses seeking Council support.
3.1.1.2	Continue to develop infrastructure that facilitates business growth.	Streetscape Master plans and business park developments implemented as needed.	Progressing	75%	<p>Industrial Land Supply - Supply is low except in Corowa and work continues to create lots at Howlong and Mulwala. Both are priority tasks for the Project Management Team.</p> <p>Sanger Street - A review of the extent of development is under active consideration.</p>
3.1.1.3	Develop and implement marketing activities to attract and retain businesses within the Council.	Investment Marketing strategy developed and implemented.	Progressing	60%	<p>The Economic Development Action Plan has been resolved on by Council. Priority tasks around population retention and agribusiness are being researched and pursued.</p> <p>The CSU operational plan is consistent with the Action Plan and will further inform it particularly with a regional focus.</p> <p>Individual enterprises in agriculture, tourism and the metals sector are being consulted with on an ongoing</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
					basis with a view to development in Federation.
3.1.1.4	Investigate incentives for new businesses to start up in Urana and our smaller localities and towns.	Incentives explored to assist in the attraction of business and industry within the Council through the development of an 'Economic Attraction Policy' that details the appropriate implementation of	Progressing	45%	<p>The Energise Enterprise Project relating to the smaller rural communities has been completed and due to be circulated for review and comment by community members.</p> <p>Individual frameworks have been developed for each town and many communities have set up progress committees.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		incentives aimed at attracting business.			<p>Offers of 1 to 1 mentoring have been made to assist in building the diversity of micro business.</p> <p>Economic Development Action Plan in place and being reported on quarterly incorporates active partnerships to be formed where possible.</p>
		Incentives explored to assist in the attraction of business and industry within the Council through the development of an 'Economic Attraction Policy' that details the appropriate implementation of incentives aimed at attracting business.			
		Attend annual Country Expo in Sydney to promote the area for potential new residents			
		Level of participation in partnerships with the Department of Lands and other relevant agencies to investigate the former Urana East			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		development proposal.			
3.1.1.5	Maintain a broad understanding of the Council's economic profile and work to recognise and share the successes of the business community.	Economic profile on Council website.	Progressing	85%	<p>Profile.id - Membership is maintained and the information is available on Council's website.</p> <p>CSU Regional Economic Development Report - Has been received and noted that it is consistent with Council's Action Plan. It has highlighted the need to consider a more regional approach to lower costs for participants.</p> <p>Murray RDA - Provides input into proposals and has highlighted nutraceuticals as a key target sector.</p> <p>Federation Business Awards - Council is an active participant in developing this biennial event in conjunction with the proponent, Corowa Business Chamber. Council is also a naming rights sponsor.</p>
		Number of business successes considered in Council communication activities.			
3.1.1.6	Promote positive images of Urana and our smaller localities and towns, as a dynamic and versatile community	Number of promotional initiatives undertaken and estimated reach and ROI of these.	Progressing	40%	The Energise Enterprise report highlights a consistent community priority for improved signage.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Level of support for the Community Gold Regeneration Program			<p>The Federation website has been established and is gaining additional use.</p> <p>Some further integration into the overall tourism offering is required. Proposed Freedom Camping, Arts and Pub Trails will assist promotion.</p> <p>A welcome mention of the 'spider on the silo' at Urana occurred in the reporting period through a segment on the Today Show.</p>
3.1.1.7	Work closely with appropriate local and regional business groups to monitor and support the needs of our business community.	<p>Number of issues identified and appropriate representation provided in a timely manner.</p> <p>Number of strategic partnerships fostered.</p>	Progressing	90%	<p>Corowa Business Chamber - Support has been provided in relation to business information from Government. Attendance at meetings, sponsorship and hands on support for the biennial Federation Business Awards initiative.</p> <p>Urana and Oaklands Township Improvement Committee have strong links and liaison with Council.</p> <p>Corowa Events - The committee is attempting to broaden its impact particularly in relation to events.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Number of relevant forums to advocate for the needs of the businesses participated in.			<p>Business Enterprise Centre - Is supported by Council in both information distribution, promotion of events and limited sponsorship, in particular business development training.</p> <p>Murray RDA - Remains a strategic partner in larger initiatives such as research and agribusiness.</p>
3.1.2.1	Support the development of the Urana Business Networks.	Level of participation in partnership with the local business community, to explore the establishment of the Urana Business Network - with appropriate terms of reference and governance model.	Progressing	70%	<p>The town improvement committees and related Incs initiative is the fundamental foundation for future activity and engaging with business and the community.</p> <p>Identified issues such as Freedom Camping and improvements to the Urana Aquatic Centre will also support longer operating hours and potential for increased revenues.</p> <p>Improved signage and other physical upgrades are also mooted in the community framework.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.1.3.1	Regularly recognise and celebrate local business and industry	Level of recognition and reward for business excellence and local success communicated in marketing material throughout Council's newsletter and on Council's website.	Progressing	50%	<p>Federation Business Awards - This biennial initiative of the Corowa Business Chamber and supported by Council is the key celebration of business excellence in Federation.</p> <p>A regular business newsletter is being investigated as is the reintroduction of the modified Buy Local schemes to reduce 'escape' expenditures.</p>
		Level of recognition and reward for business excellence and local success communicated in marketing material throughout Council's newsletter and on Council's website.			

A skilled and qualified workforce.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.2.1.1	Increase the provision of TAFE trade courses available relevant to the needs of the residents	Level of advocacy delivered on behalf of the community to access relevant local trade courses.	Progressing	35%	<p>NSW TAFE has committed \$3.7M to build a connected learning centre in Corowa.</p> <p>Action Plan - The plan has specific mentions in relation to building stronger relations in the TAFE and higher education sectors.</p> <p>Airport Considerations - While exploring Flight Training options, further links with the TAFE and RTO sectors has happened.</p>
3.2.1.2	Work with employers and appropriate agencies to improve pathways to employment for young and long term unemployed residents	Level of appropriate support and promotional assistance provided to agencies and employers who are offering employment opportunities for young people or the long term unemployed.	Progressing	15%	No appreciable progress in the reporting period.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.2.2.1	Attractively promote the Council and available skilled positions in the region.	Number of skilled positions available within the Council and promoted on Councils website.	Progressing	75%	All available positions within Council have been widely promoted on council's website, print media and online.
		Photographic database of Council to ensure that visual representations of the Council on Council's website and throughout publications is positive and professional provided.			Existing database yet to be reviewed and improvement.
3.2.3.1	Support and assist appropriate development of professional networks/initiatives that aim to retain and support workers within the Council.	Scope of support and assistance provided / networks developed.	Progressing	75%	<p>Arts Roundtable - Initial discussions have been had with a potential chair for this roundtable and prospective participants. The first meeting will be held in Q2 calendar year 2018.</p> <p>Domestic Construction - Retention and growth of population is a priority action. Preliminary discussions indicate a shortage in most trades.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.2.3.2	Support and assist appropriate establishment of local mentoring programs that provide support for young professionals throughout the Council.	Level of support provided for local mentoring programs.	Progressing	10%	Youth mentoring opportunities provided to youth participating in Youth Council and Skate Park Committee.

A strong and resilient local economy.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.1.1	Continue to actively seek funding and work in partnership with key stakeholders to deliver training and networking opportunities for businesses.	Level of funding received and partnerships formed for the delivery of training and networking activities.	Progressing	50%	<p>The Murray Hume BEC will deliver a program on Starting a Business from Corowa Golf Club and has provided numerous other opportunities locally over the past six months.</p> <p>The Corowa Business Chamber is actively seeking to broaden its geographic membership base and to conduct regular networking opportunities.</p>
3.3.1.2	Support the facilitation of activities that will enhance professional development opportunities within the business community.	Number of activities supported.	Progressing	40%	<p>Murray Hume BEC remain the primary provider in the region. Council provided some cost relief to lower the cost of a number of training sessions provided by the BEC.</p> <p>Ausindustry has visited a number of industries and has indicated a willingness to assist in supporting industry skills and growth.</p> <p>Austrade will be approached to provide expert export advice.</p> <p>Moira Shire Business Seminars have also been advertised locally.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
					Murray RDA and CSU have jointly promoted professional development in the engineering sector.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.2.1	Advocate for long-term water security for our agricultural sector.	West Corurgan Private Irrigation District recommendations supported and implemented.	Progressing	60%	<p>Work on the agriculture sector is an ongoing priority. A strategic alliance is being forged with Riverine Plains Inc in relation to improving agricultural performance.</p> <p>Council is supportive of the work in relation to nutraceuticals and agribusiness being undertaken by Murray RDA.</p> <p>In addition, Council is pursuing a range of other high value agribusiness opportunities in textiles and forage.</p> <p>The work to date has not been focused on water security as this is primarily a State and Federal issue and highly contentious at this time.</p> <p>The West Corurgan Private Irrigation District remains active.</p>
3.3.2.2	Continue to support regional long-term water security strategies and programs.	Level and scope of support for long term water security strategies for the agricultural sector.	Progressing	40%	<p>Lower water consumption crops are being investigated as part of the agribusiness action plan.</p> <p>Agribusiness remains a key economic driver and as such is a priority in the Action Plan.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.2.3	Continue to support the Corowa Saleyards as a major regional sheep selling facility.	Level of promotion of Corowa saleyards and increase in profile obtained.	Progressing	80%	Significant improvements in amenities and operations have been implemented at the saleyards and recently construction has commenced for a truck stop that will provide more infrastructure and customer appeal for the facilities.
3.3.2.4	Implement the strategic recommendations as per the Saleyards Business Plan	Saleyards Business Plan actions implemented.	Progressing	85%	Budget provision made in 2018/19 budget to formalise designs for works (proposed to be completed 2019/20) agreed between Council's Management and Saleyards reference committee.
3.3.2.5	Maintain a watching brief and active involvement in changes to water policy and plans (river and groundwater) that effect the region and ensure a strong advocacy body within the Upper Murray Joint Organisation and surrounding Joint Organisations.	Number of Upper Murray Joint Organisation meetings attended to discuss changes and implement actions to address.	Progressing	50%	Joint Organisations now legislated. No significant change in state or federal policies and plans that effect water security for Council.
3.3.2.6		Business Plan review completed.	Progressing	90%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
	Review the Saleyards Business Plan to consider ongoing funding and business opportunities.	Number of funding opportunities identified.			The business plan is a 'live' document that is under ongoing consideration. Suggestions for new amenity is also reviewed as appropriate.
3.3.3.1	Annual priorities and strategies delivered in partnership with business industries, organisations and state and federal government bodies.	Number of actions from Council's Economic Development Strategy implemented.	Progressing	70%	The reporting period has resulted in a strengthening of relationships with Corowa Business Chamber, Destination Rutherglen, Murray Hume BEC, Murray RDA, Riverina TAFE and CSU.
3.3.3.2	Continue to plan for the effects of climate change.	Sustainable water use guidelines developed.	Progressing	60%	Ongoing as required. Integrated Water Cycle Management Plan under development, due for completion in August 2018.
3.3.3.3	Continue to support existing and newly established business within the Council.	Strong relationship with Business Chambers, industry groups and government agencies. Number of partnership initiatives implemented.	Progressing	70%	The CSU report on Regional Economic Development highlighted an improvement area of business liaison and this will be a focus over the coming financial year (ie 2019/20) Various roundtables, liaison at the enterprise level and support for training opportunities will be pursued.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
					A new regular newsletter is also proposed for Q3 in the 2018/19 financial year.
3.3.3.4	Continues to protect and advance economic viability and sustainability by encouraging responsible land-use and development practices.	Land use development guidelines (LEP) in place and readily accessible to all stakeholders. All relevant Council officers are trained in these guidelines.	Progressing	60%	LEP Project approved and tender documents under development.
3.3.4.1	Assist in the circulation of relevant industry and regulation information opportunities.	Relevant information circulated to businesses.	Progressing	55%	Hard copy collateral material is available at the Civic Centre and other Council Offices and soft copy material is provided to the Business Chamber. This latter activity should be extended to small community TIC groups.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.4.2	Continue to provide appropriate information, support and linkages to support newly established and existing businesses within the Council.	Business support and information easily accessible.	Progressing	60%	<p>New businesses are sometimes hard to identify unless the owner requires a Development Consent. Where known, it is the intention to welcome new business. Additionally, Council has agreed to adopt NSW Easy to do Business as a one stop shop for new businesses to gain approvals to operate.</p> <p>The facilitation process allows this process to commence. 'After sales service' will differentiate Federation's approach.</p> <p>This support mechanism comes in many forms from one on one discussions, to assisting new or emerging businesses with information and suggestions to assisting in sourcing sites for relocation and expansions. All are exercised as appropriate.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.4.3	Develop an Investment Marketing Strategy to support investment attraction in the Council.	Investment Marketing Strategy developed and implemented.	Progressing	25%	<p>No action in the reporting period.</p> <p>Wide scale marketing is an expensive proposition and personal approaches will be a key approach in the first instance.</p> <p>Marketing of places for relocation or investment may best be done on a regional scale and the recent initiative of the tourism area to co-market Federation and Rutherglen is a good example of cooperation, cost sharing and reflection of the various synergistic benefits.</p> <p>The upcoming Open House initiative is another regional approach to marketing to the key target sector in Melbourne.</p>

A thriving tourism sector.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.4.1.1	Continue to develop the positive image of our communities.	Branding reflected in the communication strategy.	Completed	100%	
3.4.1.2	Continue to work with tourism bodies and neighbouring Councils to promote and market our Council.	Partnerships formed and fostered with further promotional activities planned and conducted.	Completed	100%	Council continues to participate in regional initiatives driven by Murray Regional Tourism and is also partnering with Destination Rutherglen on projects including Rutherglen Corowa Unlocked and the Official Visitor Guide.
3.4.1.3	Maintain and continue to develop the new Tourism website for the region.	Quarterly review and analysis of website visitation statistics.	Completed	100%	Improvements have been made to the Visit Corowa Region website over the past 6 months, resulting in significant increase in sessions, page views and users. Murray Regional Tourism are currently completing a review of the digital platform.
3.4.1.4	Ensure high quality visitor information services are provided to our visitors.	Visitor Information Centre appropriately resourced and officers trained to deliver quality services/information. Monthly and annual calendar of events	Completed	100%	Federation Council is part of the working group established by MRT to lead the Visitor Servicing Transformation Project, designed to review and improve the way services are delivered. The Corowa VIC has hosted 'pop up' stands at local events which has been a successful initiative.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		developed and promoted.			
3.4.1.5	Explore opportunities to increase accessibility to the visitor information service.	Opportunities identified in the feasibility study explored.	Progressing	80%	Pop up VIC stands have been hosted by staff at local events and improvements have been made to the online presence. Participation in the regional review is expected to provide additional opportunities and direction moving forward.
3.4.1.6	Participate in regional campaigns and work to ensure the inclusion of this region in appropriate campaigns.	Level of continued participation in regional campaigns.	Completed	100%	Currently participating in Farm to Plate Program, which is a major regional initiative driven by MRT that includes a series of pilot programs.
3.4.1.7	Provide value add and revenue raising opportunities to support tourism development.	Business plan developed identifying actions to enable revenue raising and value add opportunities.	Progressing	80%	

Flexible and sustainable community facilities

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.5.1.1	Develop and implement a maintenance program for community facilities.	Maintenance program developed and implemented for all community halls.	Progressing	50%	Ongoing asset management planning continues to deliver community halls the appropriate levels of service.
3.5.1.2	Ensure the planning of new facilities allows for flexibility in use and purpose, supporting integrated and diverse facilities.	Number of integrated and flexible designs.	Progressing	70%	New facilities are being designed in conjunction with user groups to ensure the spaces are appropriate for community needs.
3.5.1.3	Provide ongoing information, support and guidance to committees of management, sporting groups and clubs that take active responsibility for the maintenance and management of community buildings and facilities.	Number of resources developed and appropriate training sessions delivered.	Completed	100%	
3.5.1.4	Support Community groups, clubs and committees of management with grant applications and the sourcing of funding to support redevelopment and upgrading of community buildings and facilities.	Sustained / Increased value of successful funding applications for redevelopment and upgrading of community facilities.	Completed	100%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.5.2.1	Explore opportunities and options for the potential redevelopment/restoration of existing facilities/buildings and assets to meet the needs of the community now and into the future.	Key priorities identified and included in the Asset Management Strategy.	Progressing	10%	Ongoing. Will be considered in more detail in 2018/19 when Asset Management Plans are developed in detail.



Improved transport safety and accessibility

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.6.1.1	Continually assess the efficiencies and requirements of the operational practices of the roads team.	Annual review of reporting mechanisms, schedules for staff, plant, processes and use of contractors undertaken.	Progressing	50%	Reviews continue to be undertaken.
3.6.1.2	Develop four year works program for reseals and construction.	Four year works schedule developed for maintenance and construction with a focus on renewal and reduction of backlog.	Progressing	50%	Order let to expand the use of REFLECT software to assist in formulation of forward plans
3.6.1.3	Implement a sustainable road strategy that prioritises the development and maintenance of our roads.	<p>Long term (10 year) Transport Asset Management Plan developed and implemented.</p> <p>Roads Asset and Infrastructure Vulnerability Plan developed and implemented</p>	Progressing	50%	Order let to expand the use of REFLECT software to assist in formulation of forward plans. Work undertaken to establish maintenance grading schedules which will require a commitment from Council to provide funding for this program

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.6.1.4	Support implementation of educational projects to build knowledge and awareness of road safety issues and safe road user behaviour.	Road safety programs implemented for Council region.	Progressing	50%	Ongoing through Councils Road Safety Officer and RMS funded programs.
3.6.2.1	Provide and maintain infrastructure such as roadside stops and signage	As part of the Federation Road Strategy, identify areas for the potential development of appropriate roadside stops and signage	Progressing	10%	Will be considered in detail in 2018/19 when Asset Management Plans are developed in detail.
3.6.3.1	Continue to advocate for ongoing development of public and community transport options.	Number of strong advocacy actions delivered in the region where required.	Progressing	50%	Ongoing as required.
3.6.3.2	Continue to work with government and relevant stakeholders to progress new Yarrawonga/Mulwala bridge.	Level of Council commitment and participation in relevant discussions and forums.	Progressing	70%	RMS attended Council workshop in November 2017 to update project progress. Ongoing liaison with RMS to put forward concerns over the project routes and subsequent issues in the Mulwala transport corridors.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.6.3.3	Ensure development and planning enables current and future transport needs.	All residential developments and streetscape master plans consider transport needs.	Progressing	50%	<p>Transport is a crucial cost for industry and will be one of the foci in the Action Plan.</p> <p>Freight: All areas of the Federation Council Region have some strength in the transport sector and a roundtable is recommended to determine if there are common needs that will enhance Federation's position in the transport network.</p> <p>Advocacy for road funding and the backlog is a vital financial and physical requirement to support the sector.</p> <p>Public Transport - This is demand driven and despite much anecdotal information, the supply seems to cater for the demand. Some inconvenience will result due to limited timetabling.</p>
3.6.4.1	Maintain and improve the road transport network through the Council	Four year rolling works program for the maintenance and upgrade of roads throughout the Council implemented.	Progressing	20%	Work is progressing on data collection and setting up software to enable the development of 4 year programs

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.6.4.2	Prepare a Safety Strategic Plan that meets user needs.	Implementation of actions identified within the plan.	Progressing	15%	Will flow once forward works programs are in place

Reliable and efficient infrastructure and service delivery that supports current and future needs

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.1.1	Ensure that housing needs of the ageing population are considered in all appropriate planning decisions.	Aged housing needs considered in all appropriate planning decisions.	Progressing	50%	Ongoing as required. LEP review to examine housing options to encourage higher density in urban areas and a limited number of smaller rural allotments to facilitate aging rural landholders to remain on their land when "handing on the farm".
3.7.1.2	Implement policies and facilitate sustainable growth in line with Council's LEP.	All developments are in line with LEP.	Progressing	40%	Limited action in the reporting period. The new alliance with Riverine Plains Inc should assist in generating a more sustainable agriculture sector. This can be well complemented by the involvement of Corowa District Landcare that is well supported by the local farming community. Population Growth is a priority and will be an early target to stimulate interest in the domestic construction sector and affordable housing sector.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.1.3	Investigate housing needs of our ageing population now and into the future – including the review of private housing, independent living and high needs accommodation.	Aged housing review conducted in conjunction with state government.	Progressing	80%	This has been a major focus in the Ageing Well Strategy, recently adopted by Council. A number of actions relating to housing are included in the strategy, which will now be implemented over the next four years. Considerable data has been collected in relation to housing for older residents which will be valuable for any future work.
3.7.2.1	Provide consistent signage and entrance points to all of our communities.	Signage strategy developed and implemented inclusive of entrance points.	Progressing	80%	Entrance signage with new Federation Council branding has been installed in a number of towns. This project continues to be rolled out, with facility signage also being updated.
3.7.3.1	Continue to explore opportunities for the development and installation of public and community art throughout the Council.	Amount of funding received for the installation of public and community art.	Progressing	60%	Public Art Policy developed. Work in progress for new sculptures.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.3.2	Support the implementation of the streetscape plans for Corowa, Howlong, Mulwala, Oaklands Rec Ground, Rand Rec Ground, Urana Aquatic and JM Smith Reserve, Colombo Creek Management Plan – embracing the unique identities of each township.	Annual priorities within former Corowa, Howlong and Mulwala Streetscape Masterplans implemented.	Progressing	10%	Streetscape plans and master plans are to be incorporated into the Asset Management Plans and Long Term Financial Plan for implementation. Many proposed works will also need to be linked to grant seeking activities to enable funding of the projects.
3.7.4.1	Review recreation and Foreshore opportunities to utilise non-potable water opportunities.	Completion of project feasibility on identified initiatives.	Not Due To Start	0%	
3.7.5.1	A pricing system for water supply / sewerage and liquid trade waste that is equitable and reflects the actual cost of service provision.	NSW Office of Water Best Practice Management Guidelines complied with.	Progressing	5%	This work will follow the asset revaluation and finalisation of the Integrated Water Cycle Management Plan.
3.7.5.2	Consult community in the delivery of water supply/ sewerage services prior to making any major decisions.	All stakeholders are consulted on major water supply/ sewerage issues.	Progressing	20%	Consultation is undertaken as a part of the finalisation of the Integrated Water Cycle Management Plan.
3.7.5.3	Continue to update and implement the sewerage network maintenance program and perform capital renewal and upgrades to ensure an efficient sewerage	Annual maintenance program and upgrade completed on time and on budget.	Progressing	50%	Capital and maintenance works programs are implemented as an ongoing program.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
	system that extends to all un-serviced areas.	Annual sewerage system capital renewal program implemented.			This work will follow the asset revaluation and finalisation of the Integrated Water Cycle Management Plan.
		Water/Sewer Asset Management Plans revised			
3.7.5.4	Continue to update and implement the water reticulation capital renewal program.	Annual water reticulation capital renewal program implemented.	Progressing	50%	Capital and maintenance works programs are implemented as an ongoing program. Asset revaluation will be completed in 2018
		Water and Sewer Asset Management Plans revised			
3.7.5.5	Continue to update and implement water reticulation network maintenance program and perform capital renewal/upgrades to ensure an efficient sewerage system.	Annual water reticulation maintenance program completed on time and on budget.	Progressing	50%	Capital works programs implemented as an ongoing program.
3.7.5.6	Ensure a thirty year financial plan is maintained.	Thirty year Financial Plan developed and implemented.	Progressing	80%	The finalisation of the Integrated Water Cycle Management Plan will provide a 30 year program for implementation. The project will be completed in 2018.
3.7.5.7	Ensure water supply schemes do not fail in times of drought.	Current drought management plan implemented	Progressing	50%	Managed as an ongoing issue. Plans are maintained annually.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.5.8	Implement the annual drainage capital renewal program.	Water and Sewer Asset Management Plan revised	Progressing	20%	Strategic plans being developed for the overall drainage on towns and villages
		Annual drainage capital renewal program implemented			
3.7.5.10	Implementation of Best Practice Framework.	Sewerage Strategic Business Plan developed with provision for future upgrade in relevant townships.	Progressing	80%	The finalisation of the Integrated Water Cycle Management Plan will provide a 30 year program for implementation. The project will be completed in 2018.
3.7.5.11	Prioritise the development of appropriate drainage systems that provide for efficient services to our community and allows for growth in our residential areas.	Long term drainage plans developed and implemented.	Progressing	15%	Strategic planning under way.
3.7.5.12	Provision of a quality water supply that is sustainable to meet the demands of future growth while minimising water demand, wastage and system losses	Long term planning strategy for water reticulation network developed and implemented.	Progressing	80%	The finalisation of the Integrated Water Cycle Management Plan will provide a 30 year program for implementation. The project will be completed in 2018.
		Water Conservation Plan Implemented			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.5.13	Reduce wet weather hydraulic sewerage loading to its economic limit and manage the biochemical load.	Inflow/Infiltration program developed and implemented.	Progressing	50%	The finalisation of the Integrated Water Cycle Management Plan will provide a 30 year program for implementation. The project will be completed in 2018. Trade Waste Policy developed and implemented with program role out during 18/19.
		Trade Waste Policy developed and implemented.			
		Future system augmentation requirements identified.			
3.7.5.14	Update the Water Business Plan for each of relevant townships.	Water business plan developed and implemented.	Progressing	20%	The finalisation of the Integrated Water Cycle Management Plan will provide a 30 year program for implementation. The project will be completed in 2018.
3.7.5.15	Water Supply/ sewerage schemes that meet the agreed levels of service.	Protocols, Standard Operating Procedures & SWIMS developed and implemented.	Progressing	50%	Ongoing business improvement work.
		Nil areas of non-compliance.			
3.7.6.1	Apply Councils Local Environmental Plan (LEP)	LEP remains relevant and is reviewed by 2018 if not prior, in partnership with the State Government	Progressing	5%	LEP revision brief developed and will be tendered by September 2018.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.7.1	Ensure quality town water supply	Level of support provided to Riverina Water in the delivery of quality of water and involvement in joint projects	Progressing	50%	Ongoing liaison as required.
3.7.7.2	Flood Planning	Level of progress for the Urana Shire Flood Study	Completed	100%	Stage 2 Flood Risk Management Plan commenced.
3.7.8.1	Investigate options to increase the aquatic recreation attractions within the Council.	A precinct plan for the future planning of the Urana Aquatic Centre and surrounding Reserve areas including J.M Smith Reserve complete	Progressing	50%	Proposed plan to be undertaken in conjunction with development of an Recreation and Open Space Strategy in 2018/19.
3.7.9.1	Continue to maintain and develop our Cemeteries	Cemetery operational/management plans prepared	Progressing	70%	Ongoing work.
3.7.10.1	Investigate options to restore and utilise historic buildings and landmarks	Heritage Advisory program continued and review of the former Urana Council Heritage study completed, including investigations for commencing a Local Heritage Fund program.	Progressing	50%	Heritage Architect providing an ongoing service for Council. LEP review to examine Heritage issues and allow for integration of old into new.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Information provided on efforts to restore and protect historic landmarks and buildings.			
3.7.11.1	Develop a 20 year waste management strategy that plans for the delivery of efficient and high quality waste services throughout Council.	Waste Management Strategy developed. Annual priorities implemented.	Progressing	15%	Waste Management Issues Paper commenced. Waste Management Committee implementation commenced.
		Objectives of half waste campaign met.			
3.7.12.1	Continue to actively seek funding to support long term sustainability and maintenance of community and Council assets.	Sustained/increased value of funding received for maintenance of community and Council assets.	Progressing	50%	Ongoing as required.
		Assets meet service level standards.			
		Number of successful grant applications to support asset management.			
3.7.12.2		Asset inspections completed.	Progressing	50%	Reflect field inspection and reporting software

Action Code	Action Name	Performance Measure	Status	Progress	Comments
	Continue to implement asset inspection programs and develop maintenance schedules as required.	Maintenance program developed and implemented.			implemented. Asset programs under development.
3.7.12.3	Develop and implement asset management strategy that considers the needs and sustainability of all Councils assets, and where appropriate plans for their consolidation or renewal.	Asset Management strategy including individual plans / policies developed and maintained for all Council assets.	Progressing	10%	Asset Management systems revision project underway.
		All relevant staff are trained in the asset management system.			
3.7.12.4	Undertake appropriate planning and consultation for development of business plans to support funding applications.	Business plans developed for all service areas.	Progressing	90%	Business Plans developed and under review to ensure alignment with Council priorities as per Community Strategic Plan
		KPI's for all staff and signed off by GM			

Attractive presentation of towns and villages

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.8.1.1	Develop and implement a long term town beautification plan	Oaklands Plan prepared	Progressing	60%	<p>The various framework plans developed under the Energise Enterprise funding consistently advocate for improved townscapes and signage.</p> <p>These initiatives need to be included in future budget deliberations and allocated to the Community Development and Parks & Facilities areas.</p>
		Rand Plan prepared			
		Morundah Plan reviewed and updated			
		Boree Creek Plan prepared			
		Former Urana Plan reviewed and updated.			
3.8.2.1	Provide connected paths that link the retail/commercial heart	Continue to construct footpaths/cycleways within the Council as funds permit	Progressing	15%	Ongoing programs
3.8.2.2	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres	Level and scope of options explored for a Caravan Park and RV Friendly site in Oaklands.	Progressing	20%	<p>Framework plans have been developed as part of the Energise Enterprise project.</p> <p>These now need to be reviewed, designed, if necessary, funded and implemented.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.8.2.3	Work with our businesses to maintain and provide improved services for locals and visitors	Level of partnership with local businesses and the community undertaken for a product audit and identification of ways to improve products.	Progressing	60%	<p>Corowa Business Chamber - The Chamber works encourages traders to review operating hours and to bring footfall to the town through the development and conduct of events.</p> <p>Current emphasis is on the Federation Business Awards and improving the sound system in the street.</p> <p>The Chamber also are looking to implement legibility for enterprises and events through the use of variable message signage. (VMS)</p> <p>Council is reviewing tourism and business directional signage to improve legibility for visitors.</p> <p>Council has supported the Buy Local coupon booklet that was distributed to all households.</p>
3.8.3.1	Improve television, mobile and internet coverage	Level of advocacy carried out to improve the television, mobile and internet coverage provided within the Council area.	Progressing	65%	<p>Completed for many Federation Council sites.</p> <p>Further blackspots identified to be added to shortlist for possible new NSW funding arrangements.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.8.3.2	Increase the use of rail for freight transportation	Level of advocacy carried out for the provision of rail freight transport throughout the Council area.	Progressing	50%	Ongoing advocacy as required, further works in this space will occur during the development of a Transport Strategy for the review of the LEP

Improved transport safety

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.9.1.1	Explore the feasibility of community and public transport	Level of advocacy carried out on behalf of the Community for the consideration of the public and community transport needs.	Progressing	50%	Ongoing advocacy as required.

Natural Environment

An environment that is protected, enhanced and enjoyed by all

A community that actively protects its natural environment.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.1.1.1	Develop and implement an education program to inform the community and visitors about the impact of spreading weeds and pests	Level of assistance provided to ERNWAG in community education initiatives via promotion of information and resources via Council's newsletter and website.	Progressing	50%	Ongoing education and initiatives as opportunities arise.
4.1.1.2	Implement weed management practices	Response to outbreaks of noxious weeds throughout Council according to Customer Service Charter.	Progressing	50%	Ongoing responses as issues arise.
4.1.2.1	Develop natural resource management projects	Reserve Management plans developed for key areas where Council manages the Natural Environment. Level of partnerships with Local Lands Services and other State and Federal Agencies to pursue the Lake Urana project.	Progressing	50%	Ongoing development of management plans impacted by changes to Crown Lands Management in NSW. Council to review all plans.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.1.3.1	Support the protection of endangered and threatened plant and animal species such as the Oaklands Diuris (Orchid)	Level of partnerships formed with the community, to support ongoing efforts to protect endangered plant and animal species within the Council.	Progressing	50%	Ongoing support to Landcare and similar community groups as required.
4.1.4.1	Engage young people in the conservation of our natural resources	Level of support provided to agencies and organisations within financial resources that encourage people to participate in conservation projects e.g. National Tree Day.	Progressing	50%	Ongoing support to Landcare and similar community groups as required.
4.1.4.2	Explore options for use and protection of the Urana Aquatic Centre and J.M Smith Flora and Fauna reserve in Urana	Level of support provided to Urana Ski and Aquatic Centre Committee to progress J M Smith Reserve Golf Course.	Progressing	55%	Recent projects supported include the Bird Aviary and the potential development of the Aquatic Centre Community Facility.
		Level of support provided to Urana Ski and Aquatic Centre Committee to progress the pedestrian footbridge over the Urana Creek in the J.M			Ongoing liaison and support to the Aquatic Centre Committee as required.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Smith Reserve (Urana Aquatic Centre).			
		Level of progress carried out on the Urana Aquatic Centre Leisure Centre project in conjunction with the Urana Ski and Aquatic Centre Committee and in consultation with the members of the former Yuluma Cullivel Bus Committee.			
		Level of work to develop an alternative water supply for the Urana Aquatic Centre.			
4.1.5.1	Develop and implement an education program to reduce the occurrence of littering throughout the shire particularly during peak tourist periods.	Education program implemented and delivered.	Progressing	50%	Ongoing as required through support from the EPA.
		Reduced occurrences of littering.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.1.5.2	Encourage the community to be involved in preservation and enhancement of the community.	Level of community members actively engaged in programs and services to preserve and enhance the environment.	Progressing	50%	Ongoing support to Landcare and similar community groups as required.
4.1.5.3	Explore feasibility of developing and implementing green energy solutions within the Council.	Number and scope of Green energy solutions developed/implemented.	Not Progressing	0%	No direct works undertaken on this issue. Indirectly Council has assisted various companies through planning processes.
4.1.5.4	Support community driven projects that facilitate community involvement in protecting and preserving the environment.	Number of projects / programs/ grant applications supported.	Progressing	50%	Ongoing support to Landcare and similar community groups as required.
4.1.6.1	Implement appropriate pest management practices for control of pests on Council and appropriate public land including cemeteries aerodrome and airstrips.	Pest outbreaks addressed within 10 days.	Progressing	50%	Ongoing work as required. Nil outbreaks reported in 2017/18.
4.1.6.2	Implement appropriate weed management practices in response to outbreaks throughout the Council region.	Number of communication activities regarding noxious weeds carried out.	Progressing	10%	Communication activities ongoing and as required targeting specific issues.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Number of and level of response to noxious weed outbreaks.			Nil noxious weed outbreaks reported.
		Murray –Riverina Weeds Action Program targets achieved.			
		Implementation of weed education program.			
4.1.6.3	Support the community to implement appropriate pest management practices.	Detection of pests in public areas reported to relevant authorities.	Progressing	50%	No pests reported in public areas. Minor issues dealt with as required.
4.1.7.1	Ensure areas of high vegetation and habitat are appropriately protected from the impact of destructive recreational uses.	Areas of high vegetation and habitat identified and strategies implemented to reduce impact from destructive recreational use.	Progressing	50%	Ongoing through support to Landcare and similar community groups as required. Revision of the LEP will result in better knowledge and controls around habitat and recreational damage.
4.1.7.2	Identify areas of significant natural value and ensure they are provided with high level conservation recognition.	Kyffins Reserve management plan developed.	Progressing	50%	Revision of the LEP will result in better knowledge and controls around conservation issues.
		LEP identifies areas of significant natural value and strategies implemented to conserve these areas.			

A Council that leads in environmental sustainability.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.2.1.1	Ensure where feasible that all Council and community developments, upgrades and retrofits are carried out with consideration to environmental sustainability.	Environmental sustainability included as standard practice in all development applications for Council buildings and infrastructure upgrades.	Progressing	50%	Revision of Councils DA conditioning standards will include consideration of environmental sustainability for developments.
4.2.2.1	Consistently consider and promote water protection and conservation practices.	Number of water conservation messages promoted.	Not Updated	0%	
		Number of water re-use programs installed.			
4.2.2.2	Support initiatives that encourage moving towards a carbon neutral community.	Number of carbon neutral initiatives supported and adopted throughout the community.	Incomplete	0%	
		Level of recognition of the contribution made by groups and individuals within the community.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.2.3.1	Deliver waste management services that minimise the impact on the environment	Former Urana Council Local Waste Strategy finalised and implemented.	Progressing	20%	Urana Council Local Waste Strategy to be incorporated into the Waste Management Strategy.
4.2.3.2	Ensure that all infrastructure works, including roads, are considerate of natural vegetation and fauna	Regular training and information to Council works staff to facilitate an awareness of protected species provided.	Progressing	50%	Revision of Councils design standards will include consideration of environmental sustainability for developments.
4.2.4.1	Advocate for the effective use of irrigation water and responsible allocations	Level of participation in relevant discussions, plans and reviews that relate to the water allocation future for our farmers.	Progressing	10%	Ongoing participation in discussions with Local Land Services and reviews of allocation planning.
4.2.4.2	Promote initiatives that support water wise practices and products throughout the community	Water wise demonstration garden at Urana Council office completed.	Incomplete	0%	

High standards in water conservation and protection.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.3.1.1	Continue to work closely with relevant authorities to improve and protect water quality in waterways and to minimise the impact of recreational use.	Strong relationship with NSW Office of Water formed.	Progressing	50%	Ongoing liaison and participation in various reviews and meetings around water and water quality.
		Number of environmental protection strategies implemented to ensure quality waterways.			

Local Governance and Finance

Strong and responsible leadership

A community that is informed and engaged in its future

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.1.1	Advocate for the needs of the community at a state and Federal level.	Number and scope of representations made on behalf of the community at State and Federal level.	Progressing	50%	Ongoing as required
5.1.1.2	Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Level and frequency of involvement in cross border task force meetings and activities.	Progressing	50%	Ongoing as required
		Level of appropriate information provided to the community regarding cross-border anomalies.			
5.1.1.3	Foster and maintain productive relationships with local members, Regional Development bodies and ministers to support opportunities for advocacy.	Outcome of issues represented at a State and federal level.	Progressing	50%	Ongoing as required
		Level of community priorities and needs advocated for when appropriate.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.1.4	Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional organisation of Councils (ROC)	Appropriate membership maintained and participation on state planning and reference committees and ensure they have access to accurate information.	Progressing	50%	Ongoing as required
5.1.1.5	Take a leadership role in matters of regional significance.	Number and scope of representation at appropriate forums / discussions.	Progressing	50%	Ongoing as required
5.1.2.1	Explore the use of technology in Council's communication with its community	Council's website including social media maintained and upgraded.	Progressing	80%	As part of Council's Corporate Communications Strategy, currently in draft form, exploring the use of technology in Council's communication with its community is underway. Monthly reporting of google analytics on website performance and Facebook Statistics is recorded for the purpose of ensuring we are engaging with the community on platforms that they are engaging with, as well as media reporting and providing regular updates in community newsletters

Action Code	Action Name	Performance Measure	Status	Progress	Comments
					such as the Howlong Grapevine, Urana District Newsletter, etc.
5.1.2.2	Provide appropriate community engagement	At least one annual Community meeting provided to present draft budget and plans for the future as well as communicating works done over the past 12 months.	Completed	100%	Community engagement has been a key focus of all activities. Examples include Community Strategic Plan workshops and surveys, Ageing Well Ambassador Program and extensive consultation completed as part of this.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.3.1	Lead and advocate on key social and community issues	Level of appropriate information relayed to the community regarding local, regional and national matters.	Progressing	20%	Examples include initiatives around: <ul style="list-style-type: none"> • Ageing Well • Disability Access Inclusion • Pre-School • Youth
5.1.3.2	Regularly provide up to date and accurate community information to service providers	Strong relationships with program and service providers maintained to support the dissemination of information relating to the community including by attendance at Interagency meetings and related events where possible	Progressing	80%	Council staff host the inter agency meetings in Corowa and attend in Urana and the Children Services meetings in Corowa. Meetings are held quarterly.
5.1.4.1	Lobby for protection from crime, fire, anti-social behaviour and other threats to community safety	Level of support provided to the Rural Fire Services and the State Emergency Service.	Progressing	50%	Ongoing as required

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.4.2	Provide Library and other community services whilst there is a need and budget allows	Delivery of Community Services Program's and events within available funding.	Completed	100%	Ongoing - see attached
5.1.5.1	Promote opportunities and encourage community representation on relevant boards, committees and organisations.	Number and diversity of community members on boards and committees.	Progressing	80%	
		Level of information provided to the community about participation in local government, in the lead up to Council elections.			
5.1.6.1	Continue to explore innovative ways of raising awareness of relevant information, projects, events and decisions.	Number of innovative and diverse actions that support effective communication and engagement with the community implemented.	Progressing	90%	<p>The Communications Department constantly is exploring internally and externally innovative ways of raising awareness of Council information.</p> <p>A Staff Intranet is in the final stages of development to support internal communications and content planning for the Corporate Website, social media, advertising and print mediums is completed monthly.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.6.1	Develop a Communication Strategy that supports effective communication mechanisms across all areas of Council.	Communications strategy developed and implemented for all of Councils operations.	Progressing	90%	The Corporate Communications Strategy, currently in draft form is awaiting actions from other key strategies to include in the action plan section of the strategy. Once these actions have been provided, the strategy and its supporting documents and plans will be delivered to the Manager's group for their feedback and Manex for endorsement.
		Development of required policies to support the implementation of the Communication Strategy.			

A Council that is 'Fit for the Future'

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.1.1	Allocation and implementation of stronger communities projects (\$10m project fund)	Achievement against amalgamation project implementation plan	Progressing	20%	Community projects progressing as per the individual project plans.
5.2.1.2	Overall management and implementation of Amalgamation implementation plan (\$5m fund)	Achievement against individual project plans for funded projects	Progressing	50%	Projects developed and funded to ensure Federation Council is developed in an appropriate manner.
5.2.2.1	Corporate Governance and Planning systems enable effective planning and reporting for state and federal government requirements.	100% compliance with all state and federal government reporting and legislative demands.	Completed	100%	Compliance register from OLG loaded in councils compliance calendar and new reporting process being implemented through Pulse. Councils compliance register also includes a range of other legal obligations and internal functions required to be carried out by staff.
5.2.3.1	Customer Service Charter is promoted throughout organisation and adhered to by all service areas.	98% customer requests completed within timeframes allocated.	Progressing	80%	
		Reduction in customer complaints.			
		Service level KPI's in place for all key operational areas.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.4.1	Council has systems and processes to support continuous improvement and best practice across all of its service functions.	Policies and procedures in place and implemented with relevant staff for all key functions.	Progressing	75%	Policy register in place. Policy development and review process revised and adopted which will integrate with intranet and internet development and our records management system. Still some policies to be developed or reviewed.
5.2.4.2	Council has systems and processes to support recruitment, development, retention and safety of our human resources.	Human resources strategy developed and implemented inclusive of a recruitment, induction and training plan.	Progressing	15%	Recruitment has increased and all legislative and policy requirements adhered to. Development of staff has been supported through the new forms for training and Council's retention is steady with Staff encouraged to fill out exit forms. Our safety reporting has increased and workers compensation claims decreased.
5.2.5.1	Advocate for the long term sustainability of our region.	Level of advocacy delivered in partnership with the community for the sustainability of the smaller localities within Council.	Progressing	20%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.5.2	Increase the participation of local people in local government	Level of opportunities promoted for the community to participate in local decision making through active community engagement processes and effective communications.	Completed	100%	Introduction of Federation Youth Council.
5.2.6.1	Council actively seeks to implement cost reduction strategies across all service areas.	Number of cost saving and resource sharing strategies implemented.	Progressing	10%	
		Level of improvements to reporting systems.			
		Level of reduced wastage and increased efficiencies reported.			
5.2.6.2	Council has a ten year financial plan, (thirty year water and sewerage financial plan) four year Delivery Program and one year Operational Plan - and operates within these budgets.	All service delivery and key functions carried out within budget.	Progressing	90%	Completed for inclusion in Budget Process for 2018/19 and 10 years in the future. Sustainability issues identified to be addressed in 2018/19. Rates review committee resolved to be formed in 2018/19
		Further special rate variation implemented.			
		Annual review of rating strategy completed.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.6.3	Council has developed asset management strategies, modeling and plans to protect its assets and resources, inform work programs and reduce depreciation.	Asset management and maintenance plans implemented and reviewed annually.	Progressing	10%	Asset Management Plans are to be developed in 2018/19 to support this.
		Renewal targets set and implemented.			
		Expansion/upgrade expenditure limited.			
5.2.6.4	Council has developed business plans for all of its key service areas and reports against actions in these plans quarterly.	Quarterly reports submitted.	Progressing	65%	Budgets developed and reviewed for all areas. Business Plans reviewed not yet loaded into Pulse as the system requires additional modules to be purchased and allocation of resources internally is required.
		Business plans developed and implemented.			
5.2.6.5	Council monitors work effort against work estimate for all capital works projects.	Quarterly cash flow forecasts provided.	Progressing	5%	Not commenced in significant form.
5.2.6.6	Council proactively seeks to develop alternative revenue streams and increase our income from fees and charges, private works and funding streams.	Value of income from alternate revenue streams and stretch targets achieved.	Progressing	5%	Not commenced in significant form.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Investment and loans policies reviewed annually.			
5.2.7.1	Governance and reporting register established.	Level of compliance. Outcome of internal and external audits.	Completed	100%	Compliance register from OLG loaded in Council's compliance calendar and new reporting process being implemented through Pulse. Council's compliance register also includes a range of other legal obligations and internal functions required to be carried out by staff. NSW Auditor General provided with copy of register.
5.2.7.2	Risk identification and management strategies reviewed for all areas of council.	Annual review of risk assessments / action plans complete.	Progressing	45%	Risk Management Project underway.
5.2.7.3	That there is an effective internal audit program.	Two external audits annually. Minimum of three internal audits completed annually.	Progressing	55%	Internal audits underway Procurement and contract management complete Fraud and corruption underway Environmental management not commenced.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.8.1	Ensure Council staff participate regularly in professional development	Number of training opportunities provided that meet the requirements of staff	Progressing	25%	<p>Mandatory training requirements being up dated at present and training calendar populated, with a end result being all training is recorded in Authority and all staff have current and valid tickets/licences.</p> <p>Professional Training identified in Business Plans and with Appraisals, a Training request form has been designed to request any training needed, Trim NO: 18/4729</p>
5.2.8.2	Involve staff in regular community engagement.	Number of opportunities provided for staff to participate in appropriate community engagement and community initiated projects	Completed	100%	Staff are regularly involved in community engagement, whether that be through the support of steering committees, workshops, public meetings, etc.
5.2.9.1	Maximise Councils financial position	<p>Number of initiatives carried out to maintain and improve Councils financial position.</p> <p>Under-utilised Council owned land and buildings reviewed for sale options.</p>	Progressing	35%	<p>General Manager has reported a number of specific review items to be completed in 2018/19.</p> <p>Economic Development Officer has identified a block of under utilised land no longer required and pursued their sales.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Assets and infrastructure maintained to a standard that facilitates long term sustainability and community use			
		Service review of Council Swimming Pools undertaken.			
		Service review of Waste Management undertaken in accordance with the Waste Management Strategy.			

Government that plans for the needs of the current and future communities

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.1.1	Continue to ensure the community is kept informed of state and federal government processes impacting the community.	Communications strategy developed and implemented inclusive of distribution of state and federal government processes impacting on the community.	Progressing	90%	
5.3.1.2	Continue to review and implement Councils Community Engagement Strategy to ensure it reflects most appropriate ways of engaging the community.	Review of Community Engagement Strategy completed.	Completed	100%	
5.3.1.3	Facilitate the distribution of information to the community relating to major community projects that is clear and easy to understand.	<p>Communications strategy developed and actions identified to support the distribution of relevant information to the community.</p> <p>Communication plans implemented for all major projects and programs.</p>	Completed	100%	<p>Council regularly delivers information to the community on major community projects via:</p> <ul style="list-style-type: none"> • The Corporate Website • Media Releases • Video • Facebook Posts • Council Snippets • Howlong Grapevine • Urana District Newsletter <p>Electronic online newsletters implemented.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.1.4	Support the involvement of the community in decision making at all levels of government.	Number of opportunities for community to be involved in decision making processes.	Completed	100%	Strong levels of community engagement on all projects as previously reported.
		Participation of community members in Council committees.			
5.3.2.1	Advocate for the needs of the community at a state and federal level.	Number and scope of representations made on behalf of the community at State and federal level.	Not Updated	0%	
5.3.2.2	Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Appropriate information provided to the community regarding cross-border anomalies.	Progressing	10%	
		Regular involvement in cross border-task force meetings and activities.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.2.3	Foster and maintain productive relationships with local members, ministers and Regional Development bodies to support opportunities for advocacy.	Community priorities and needs advocated for when appropriate.	Complete	100%	
		Outcome of issues represented at a State and Federal level.			
5.3.2.4	Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional/Joint Organisation of Councils	Regular attendance at appropriate meetings.	Complete	100%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.3.1	Carry out Civic events	Number of civic events carried out in the community.	Progressing	80%	<p>Australia Day was supported by Rotary Club of Corowa, and Sing Australia. Australia Day Awards included Citizen and Young Citizen, Local Achievers Awards, Community Event and Project of the Year with a community celebration at Rowers Park. Baby Boomers Bus About held in April (seniors week), with 400 senior residents enjoying a week long series of events. Council hosted five events encouraging young people to come together in a relaxed environment during Light Bulb Project (Youth Week) with free food and entertainment provided.</p> <p>Volunteer Recognition Celebration held in July.</p> <p>A school competition and BBQ is planned for Local Government Week in August.</p> <p>An event for International Day of Disability will be held in December.</p> <p>Council has supported Anzac Day, Remembrance Day and other Serviceman events through road closures and support with applications.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.3.2	Councillor Development.	Number of opportunities supported and provided for Councillors to receive training.	Progressing	65%	Councillors to complete PD in a Box and to attend one on one with staff to identify and explore training needs.

Productive and beneficial relationships

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.4.1.1	Ensure regular communication between partners/stakeholders responsible for achieving priorities within the Community Strategic Plan.	Communications strategy includes actions relating to stakeholder management and engagement.	Progressing	90%	
5.4.2.1	Provide appropriate support to community based partnerships that aim to deliver sustainable outcomes for the community.	Number of partnerships supported.	Completed	100%	Second round of community grants program complete, funding provided to further 16 community projects. Council continues to work in partnership with the community on events and initiatives.
5.4.2.2	Support a coordinated approach to funding applications, long term strategic planning and program implementation for groups, committees and clubs within the Council.	Information on funding opportunities distributed to appropriate community organisations/members. Community profiles available on Council's website to support preparation of grant applications.	Completed	100%	Completion of Community Strategic Plan and Delivery Program to identify key priorities. Facilitation of a number of major grant opportunities.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.4.2.3	Support the community to access grant workshops that support the capacity of community groups to access funding.	Number of grants workshops facilitated and local community groups in attendance.	Complete	100%	A grant writing workshop was held including the development of a webinar.