



FEDERATION COUNCIL

Progress report

July 2021 – December 2021

Delivery Program 2018-2022 and

Operational Plan 2020-2021



Our Community
Our Opportunity
2028



FEDERATION COUNCIL

DELIVERY PROGRAM
2018-2022
&
OPERATIONAL PLAN
2021-2022

www.federationcouncil.nsw.gov.au

Record No: 21/10465
Adopted: 15 June 2021

Delivery Program 2018-2022 Operational Plan 2021-2022



Council is pleased to present the 6 month progress report outlining progress in year 4 of Councils 2018-22 Delivery Program, and Operational Plan 2021-22. This report outlines the achievements gained in the first half of this reporting year, being from 1 July 2021 to 31 December 2021. The Operational Plan for 2021-22 had 241 actions. Ongoing actions or programs are depicted as being on track at 50% unless otherwise stated with projects represented as the percentage complete for the entire project.

Looking back, many of the challenges previously faced have not dissipated, and extreme weather events are becoming more prevalent, often threatening to derail some project timelines. However we remain steadfast in delivering on key priorities and core services and our scorecard is testament to those staff who have continued to rise to the challenges put before them.

Some of our milestones this period include:

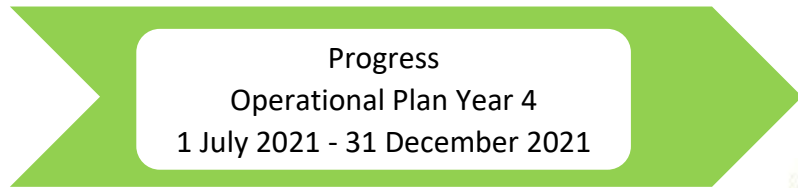
- Urana and villages risk management study and flood plain management plan out for public exhibition and feedback.
- Housing strategy complete.
- Economic Development Strategy developed and endorsed.
- Innovative industry trials completed across tourism sector.
- Community “Think Tanks” held with local drug and alcohol service providers.
- Drug education sessions delivered at Corowa and Oaklands High schools.
- New resident’s kit launched.
- Special Rate Variation implemented.
- Grant Management Framework adopted by Council.
- Local Government election held and new Council sworn in.



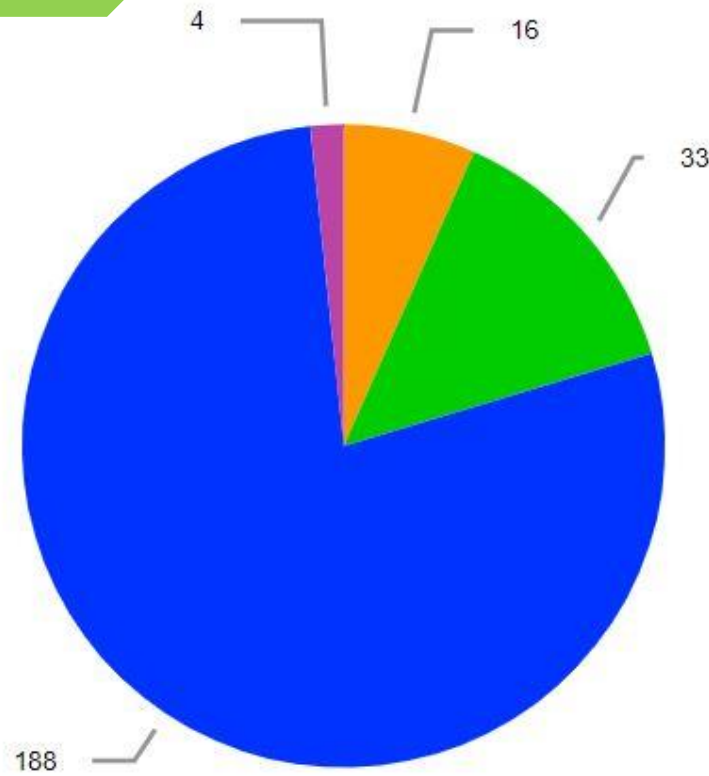
Mayor Patrick Bourke

This report is also available for downloading via Councils website at <https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Reporting>. Please also take the time to read the entire report, which includes % achieved, and also many comments as to the status of the actions.

Diagram 1. Action snapshot Year 4



- Not Progressing
- Completed
- Progressing
- Not Due To Start





Outcome:

Maintained and improved infrastructure that meets the needs of residents and industry.

Built Federation

Maintained and improved infrastructure that meets the needs of residents and industry.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Progressing	50%	Works being delivered as per adopted program and reported monthly to Council.
	1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, Urban Sealed Roads, footpaths and bridges.	Progressing	50%	Works being delivered as per adopted program and reported monthly to Council.
	1.1.3	Scope effective location based text messaging services for works program and update website.	Progressing	30%	Investigation under way to determine more appropriate methods for notifying works program.
	1.1.4	Continue to progress Sanger Street Corowa works and to engage with key business and retail operators, as well as community stakeholders to update them about works, and identify further opportunities to enhance the project development into the future.	Progressing	70%	Majority of minor works resulting from March 2020 adopted program have been completed. Update report to be presented in early 2022 to Council.
	1.1.5	Conduct and monitor asset inspections (road, bridges, stormwater drainage and footpaths).	Progressing	50%	Inspections are carried out on a routine and complaint based approach. New procedures are to be introduced to refine processes especially for stormwater drainage.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.6	Continue to lobby NSW State Government for a new bridge over Lake Mulwala.	Progressing	50%	Council received news in late December 2021, that the NSW Government, supported by the Victorian Government, have chosen the Green Route as the preferred route for the new bridge. This is off the back of some heavy lobbying by both Federation and Moira Shire Councils and the community over many years. Council will now actively pursue an accelerated program of planning and design to hopefully allow the new bridge to proceed in a more urgent timeframe.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Develop long term capital works programs for Council infrastructure.	Progressing	50%	Current funding levels do not support levels of service expected by the community. This will be further considered with community consultation in the first half of 2022, on the updated Community Strategic Plan (CSP). A new CSP will adopted for 1 July 2022, and it will inform a likely future special rate variation.
	1.2.2	Implement Capital Works Program to address priority facility needs.	Completed	100%	Capital works across these facilities are completed.
	1.2.3	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Not Progressing	0%	No progress, budget needed. Will now likely managed as a sub/supporting plan to accompany and inform the new Federation Growth Strategy.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.2.4	Develop Masterplan for Memorial Park / Cross Street Reserve Howlong.	Not progressing.	5%	Consultants visited the site however no budget was available and it's a complex site. Priority first to finalise Lowe Square (higher usage) Reserve first.
	1.2.5	Ensure Swimming Pool Management Services are delivered.	Progressing	50%	Swimming Pool services delivered to a high standard across Councils Pool facilities at Howlong, Corowa, Oaklands and Urana.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.6	Undertake a review of the Corowa Aquatic Centre's first year of operation.	Progressing	85%	Report for first 12 months operation due May 2022.
	1.2.7	Seek funding and if successful, develop new Plan of Management and Masterplan for Kyffins Reserve Mulwala.	Not Progressing	0%	No update from the 2015 draft plan of management at this stage. Budget needed. Further consider in 22/23 along with Memorial Park/Cross Street Reserve Howlong.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.1	Implement Capital Works Program for sewerage and water services.	Progressing	35%	Capital works program for the water and sewerage funds is presented in the annual budget each year for Council review, public consultation and Council adoption. The 2021/2022 program is approximately 30% complete. The program is behind due to staff vacancies with the Utilities Engineer position only just recruited and the Utilities Coordinator and Reticulation Team Leader positions still vacant. Projects not completed this financial year will be rescheduled for the 2022/2023 financial year.
	1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	Progressing	20%	Minimal progress. To be undertaken after Flood planning is finalised across Corowa Howlong and Mulwala, and Urana Oaklands Rand Boree Creek Morundah and Oaklands. Other villages also to be considered as part of Growth Strategy and Asset Management works ongoing.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.3	Implement a Water & Sewerage maintenance program	Progressing	50%	This program is progressing with routine and scheduled maintenance programs established for the water and sewage treatment plants, pumping stations, reservoirs and electrical installations. The water and sewer reticulation routine and scheduled maintenance programs are partially established and will be completed in consultation with the Utilities Coordinator when this position is recruited. Work is continuing on resourcing specialist services to undertake the more complex activities in the program.
	1.3.4	Finalise Urana and surrounding villages Flood Management Plan, develop long term works plan and seek funding for implementation.	Progressing	50%	Final risk management study and plan are currently on public exhibition.
	1.3.5	Implement, conduct, monitor and review asset inspections - water and sewer.	Progressing	15%	This project is progressing with the CCTV inspection program of sewer mains for the 2021/2022 financial year to be completed in March 2022. Asset data collection utilising Council's Intramaps and AssetFinda systems is also scheduled to commence in February 2022.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.6	Complete funding strategy and ensure long term planning includes construction of a Howlong Water Treatment Plant, Mulwala Water Treatment Plant and a new Corowa Sewerage Treatment Plant.	Progressing	30%	This project requires the completion of the water and sewerage network modelling, and revaluation of the existing water and sewerage infrastructure to complete. Revaluation of existing assets will be completed in the 4th Quarter of the financial year. FINMOD modelling of user fees and charges, developer charges and grant funding will be completed in the 2022-2023 financial year.
	1.3.7	Develop Water and Sewer Systems Capacity Review (Corowa, Howlong and Mulwala).	Progressing	50%	GHD have been engaged to undertake modelling of Council's water and sewerage networks. Water models have been completed for the townships of Corowa, Mulwala and Howlong. Sewerage network modelling to commence soon with proposed completion in June 2022.
	1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	Completed	100%	Upgrades were completed as budgets and priorities permitted. Recommend delete this action after 21/22 as it is contained within other similar existing actions.
	1.3.9	Develop Stormwater / Drainage Systems Capacity Review.	Progressing	20%	Currently assessing critical areas and developing an overall asset management plan in second half of 21/22.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.10	Develop and implement flood protection strategy.	Progressing	50%	Flood study completed for Northern towns/villages of Council area in former Urana Shire area, in response to major flooding in 2012. Floodplain Risk Management Plan to be finalised in 21/22 to allow approved mitigation works to be progressed subject to funding. Grant funding received for flood study of Howlong, Corowa and Mulwala
	1.3.11	Finalise Integrated Water Cycle Management Plan	Not Progressing	0%	This project has not been able to be progressed due to staff vacancies and COVID-19 restrictions. The position of Utilities Engineer has been recently recruited and it is hopeful that the project will be able to be recommenced in the 4th quarter of the 2021/2022 financial year.
	1.3.12	Progress Howlong, Corowa and Mulwala Flood Study and Plan.	Progressing	15%	First round of Community consultation complete and modelling commenced.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward utilities that meet the needs of residents and industry.	1.4.1	Engage appropriately qualified consultants to investigate opportunities to: (a) Reduce Council's current energy consumption; (b) Obtain more favourable energy pricing; (c) Maximise Council's capacity for renewable energy generation via PV solar installations at all of its current sites of consumption with a view to including additional technology for energy storage; and (d) Actively pursue any available grant funding.	Progressing	10%	Not able to be substantially progressed due to a lack of staff resources to allocate to this project. Further consider in 22/23 being more realistic about the lack of staff resources and partner with Ramjo and State Government agencies to progress a regional goal possibly.
	1.4.2	Commit and commence work to become electricity neutral (i.e. generating electricity equal to, or greater than its consumption) by June 2025.	Progressing	10%	Federation Council is working with RAMJO and DPIE with the Sustainable Councils and Communities Program to develop an Energy Strategy for Federation Council and a Regional Energy Strategy.
	1.4.3	Finalise the Federation Council Integrated Water Cycle Management Plan.	Not Progressing	0%	This project has not been able to be progressed due to staff vacancies and COVID-19 restrictions. The position of Utilities Engineer has been recently recruited and it is hopeful that the project will be able to be recommenced in the 4th quarter of the 2021/2022 financial year. Delete this in next Operational Plan as it is a duplicate of 1.3.11.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward telecommunications that meet the needs of residents and industry.	1.5.1	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Progressing	50%	Council is continuing to work with Ramjo to progress this, as a key strategic priority for the region.
Work toward public transport that meets the needs of residents and industry.	1.6.1	Advocate and work to support improved access to community transport throughout the Council area.	Progressing	50%	Advocacy occurs where opportunities present. Council supported an application to extend the Riverina Murray On Demand Public Transport service to Howlong and Corowa.
	1.6.2	Finalise Corowa to Mulwala Cycleway project.	Progressing	60%	Work continuing on this major project and planned to be finalised across 21/22.
	1.6.3	Provide Aerodrome Management Services.	Progressing	50%	Council secured a grant to reseal 05/23 and minor drainage works, these works are in progress.
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Progressing	50%	Ongoing services provided.
	1.7.2	Provide Environmental Health Services.	Progressing	50%	Ongoing services provided.
	1.7.3	Provide Development Assessment services.	Progressing	50%	Ongoing services provided.
	1.7.4	Provide Strategic Land Use Planning Services.	Progressing	50%	Information provided to developer on request for rezoning.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.7.5	Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	70%	Federation Local Environmental Plan (LEP) Planning Proposal with State Government (DPIE) for assessment. Work on Federation Growth Strategy has also commenced.
	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Progressing	50%	All information available on State Planning portal and also Council website.
Consistent and appropriate land use planning outcomes.	1.7.7	Implement Development Contributions Plan.	Progressing	50%	Developer Levy plan in place. Headworks contribution plan update and 7.11 plan required to be prepared. Can be undertaken once servicing plans and growth strategy has been developed.
Improve waste management services.	1.8.1	Finalise Council wide Waste Management strategy which considers residents and industry needs and includes an appropriate funding model.	Progressing	70%	Substantial work undertaken across 2020 and 2021. Has stalled due to staff resources. Recommence in mid-2022.
	1.8.2	Implement Waste Management Strategy.	Not Progressing	0%	Awaiting above.
	1.8.3	Identify and implement opportunities to discourage dumping.	Progressing	50%	Ongoing educational and enforcement area. Council also reintroduced in late 2021, additional weekend waste centre hours to assist manage this.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.8.4	Investigate and implement opportunities to increase recycling.	Progressing	50%	Council is a member of the Regional Waste and Recycling Contract and the Halve Waste initiative. This included education and advertising, as well as increased infrastructure where funds including grants present.
	1.8.5	Provide Waste Collection and Recycling Services.	Progressing	50%	Contracts in place and working well.
	1.8.6	Provide effective management of Council's Landfill Operation Services.	Progressing	50%	Management of sites is satisfactory and Council is always looking to improve performance in this area.
	1.8.7	Participate in Waste Education programs in conjunction with local providers.	Progressing	50%	See response in 1.8.4/ Recommend merge this action with 1.8.4 in next Operational Plan.



Economic Federation

Outcome:

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres, on both sides of the Murray River, and affordability.

Economic Federation

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres, on both sides of the Murray River, and affordability.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Ensure strategy and long term planning includes development of projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	Key youth and seniors week activities have been held and new residents welcome packs finalised.
	2.1.2	Ensure strategy and long term planning considers the development of new residential land and industrial land to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	Council is progressing the Federation Growth Strategy and this will include reviewing and proposing updates to Councils Local Environmental Plan, and associated servicing plans.
Support workforce development.	2.2.1	Facilitate training opportunities to support industry development in line with priorities identified in the Economic Development Strategy.	Progressing	50%	First quarter engagement with tourism operators has occurred. Second Quarter activities were put on hold as a result of Covid.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage affordability.	2.3.1	Ensure strategy and long term planning considers the development of new affordable residential land.	Progressing	50%	The Federation Growth Strategy commenced in August 2021, and will progress over several years. Service/Utility plans are being prepared to accompany many other plans that will assist to inform any suitable new growth areas across the Council area and any required zoning amendments to the Local Environmental Plan. Affordable housing remains a big issue and Council should consider in a future action lobbying the State Government on this issue, once the service planning and growth strategy is completed, (as the infrastructure servicing requirements largely attributes to development costs and ultimately house prices).
Support inward investment.	2.4.1	Identify and plan for the development of an investment prospectus for the Council area.	Not Progressing	0%	Investment Prospectus unable to be delivered in 2021/22. Consider further in 2022 in line with Economic Development Strategy.
	2.4.2	Lobby other levels of government for increased investment across the entire Council area.	Progressing	50%	Ongoing. Meetings with key government contacts and agencies are ongoing.
Support entrepreneurship and industrial diversification.	2.5.1	Continue building and engaging with networks by industry sector.	Progressing	50%	Ongoing. All industry sectors were involved in development of Economic Development Strategy

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support entrepreneurship and industrial diversification.	2.5.2	Ensure strategy and long term planning considers development of industrial land projects.	Not Due To Start	0%	To be considered as part of the development of the Federation Council Growth Strategy which is currently under development.
Support a collaborative regional approach to economic development.	2.6.1	Develop a Council wide Economic Development Strategy.	Completed	100%	Strategy has been developed and endorsed by Council.
	2.6.2	Facilitate local business support services in line with Economic Development Strategy.	Progressing	50%	Monthly business electronic newsletters sent to business data base.
	2.6.3	Convene industry meetings and attract supporting business and infrastructure in line with Economic Development Strategy.	Progressing	50%	Ongoing as required.
	2.6.4	Support and encourage innovative industry trials and projects.	Progressing	50%	Trials completed across the tourism sector with unique trails and industry IT support programs established.
	2.6.5	Provide support for incoming business/ investment enquiries.	Progressing	50%	Ongoing. Engaged with several incoming businesses regarding opportunities.
	2.6.6	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Progressing	50%	Strong relationships exist across the sector. Engagement with connections will be ongoing.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development.	2.6.7	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Progressing	50%	Collaborative marketing campaigns have been developed and across both Destination Riverina and Murray River Tourism. The Business Chamber links have been strengthened.
	2.6.8	Progress opportunities from the Regional Economic Development Strategy.	Progressing	50%	Ongoing. State Government review also underway to refresh the strategy.
	2.6.9	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Progressing	50%	Ongoing. Membership maintained and Council is actively participating in programs.
	2.6.10	Participate in relevant joint organisations.	Progressing	50%	Council continues to remain an active member of the Ramjo Joint Organisation. Ramjo has a strategic plan with regional priorities of Water Security, Infrastructure, Transport, Energy Security and Affordability, Health Services, Digital Connectivity, Industry Workforce and Jobs, and Waste Management.
Support the agricultural industry.	2.7.1	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Progressing	50%	Ongoing. Gaps identified through Economic Development Strategy development. Discussions involving sector experts are underway.
	2.7.2	Provide effective and efficient Saleyard Management and Maintenance Services.	Progressing	50%	The Corowa Saleyards continues to operate successfully.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.3	Deliver Stage 1 of the Masterplan for the Corowa Saleyards, subject to available funding.	Progressing	30%	Funding received and project commenced. Several construction contracts awarded. Works due for completion March 2023.
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Progressing	50%	Ongoing. New North of the Murray website established.
	2.8.2	Deliver quality information services that meets the needs of visitors.	Progressing	50%	Key information via TV, social media, newsletters and face to face forums have been rolled out visitors.
	2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	Progressing	50%	Ongoing. Monthly newsletters sent to tourism data base members.
	2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	Progressing	50%	Ongoing. Key marketing plan activities completed with launch of the North of the Murray brand. Significant increase has occurred in coverage across TV and social media.
	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Riverina / Murray Region.	Progressing	50%	Ongoing. Participation with local, regional and national tourism and sporting based organisations to drive visitation.
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Progressing	50%	Ongoing. Shearing the Ram Trail developed. History Trail development is underway.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.7	Advocate for investment in key tourism products, as per the Murray and Riverina Region Destination Management Plan.	Progressing	50%	Updated key infrastructure opportunities with Destination Riverina Murray. Have commenced strategy work in support of work with Murray Regional Tourism.
	2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	Progressing	50%	A number of applications submitted in support of tourism operator education in the development of new tourism products.
	2.8.9	Implement the new North of the Murray Branding strategy.	Progressing	50%	Implementation of year one activities has commenced and is on track.
Enhance retail.	2.9.1	Undertake streetscape improvements to make towns and villages more attractive for visitors.	Progressing	50%	Funding for Sanger St transferred to other critical infrastructure needs. Minor Sanger St improvements to refurbish seating and structural pruning of Street trees completed. Additional \$200k allocated to street tree replacement program, particularly replacement of dead and declining elm and plane trees in Hawkins St and Sturt St Howlong.
Support business development.	2.10.1	Communicate business development grants program opportunities to relevant stakeholders.	Progressing	50%	Discussions and advocacy for a grants program have taken place. To date a business focused program has not been secured.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support business development.	2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes.	Progressing	50%	Ongoing local relationship with local and regional chambers which have secured strong partnership opportunities.
	2.10.3	Finalise Lease arrangements for the Corowa Aerodrome	Progressing	50%	Negotiations between Council and the preferred party have been unable to reach acceptable lease terms at this point. In the first half of 2022, the matter will be finalised and if no acceptable lease can be reached, Council will be recommended to consider other options at the aerodrome.



Outcome:

Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces.

Natural Federation

Sustainable rural landscapes and waterways offering tranquility and attractive recreational spaces.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.1	Implement Parks and Reserves Maintenance program (including Building Management, Caravan Parks, Parks & Presentation, and Cemeteries).	Progressing	50%	Presentation service levels have been implemented for the first 6 months.
	3.1.2	Finalise Mulwala Purtle Park All Abilities Playground.	Completed	100%	Completed.
	3.1.3	Implement targeted weed management program across the LGA.	Progressing	50%	Ongoing
	3.1.4	Continue to implement new Biosecurity Act changes.	Completed	100%	
	3.1.5	Work with Landcare and Local Land Services for weed management and bush regeneration.	Progressing	50%	MOU in place with Corowa Landcare. Council continues to work in collaboration.
	3.1.6	Implement Building Management program.	Progressing	40%	Preliminary work has commenced. Expected to be implemented in 2022.
Ensure attractive and vibrant public spaces.	3.2.1	Update masterplans for Lonsdale Reserve, Mulwala and Lowe Square, Howlong and seek funding for implementation.	Progressing	85%	Lonsdale Reserve has been updated, Lowe square is in the final draft - Lowe square committee have provided the information to the consultant. Finalise in first half of 2022.
	3.2.2	Implement Street Cleaning Services.	Progressing	50%	Street cleaning services continue to be implemented.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	3.2.3	Implement road side vegetation management, verge slashing and reserve mowing.	Progressing	50%	Ongoing services provided.
Ensure attractive and vibrant public spaces.	3.2.4	Implement and monitor local litter laws.	Progressing	50%	Ongoing statutory service provided within limited staff resources.
	3.2.5	Develop a Tree Management Strategy to respond to a changing climate.	Progressing	35%	The species Council are currently planting are either local to the area or proven to do well in the local climate. No overall strategy document has been produced. Possible for 22/23.
	3.2.6	Provide environmental health, biosecurity, animal management and compliance services.	Progressing	50%	Environmental health, biosecurity, animal management and compliance services continue to be delivered.
	3.2.7	Ensure Long Term planning includes strategies to maintain attractive and vibrant public spaces that consider community place-making initiatives.	Progressing	50%	Green Space servicing plan being prepared to inform Growth Strategy.
	3.2.8	Provide Tree Management Services.	Progressing	50%	Council continues to provide tree management and maintenance, including health assessments. Council plants streetscapes with species that do well in the local climate.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	3.2.9	Development of a Tree Register.	Progressing	10%	Council has a tree register for Ball Park Caravan Park due to the risk profile. This is the only site currently. Further consider in 22/23.
Conserve and utilise waterways, and develop their frontages.	3.3.1	Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	Progressing	50%	Included in Local Strategic Planning Statement and will be key consideration in Growth Strategy.
	3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	Progressing	50%	Grants applied for, such as Cross Street Reserve Howlong and Kyffins Reserve Mulwala. Successful grant for Corowa foreshore.
Conserve and utilise waterways, and develop their frontages.	3.3.3	Update plans, develop a funding strategy and implement Mulwala Foreshore Masterplan, Howlong foreshore upgrades and Corowa foreshore upgrades.	Progressing	50%	Mulwala Foreshore Plan has largely been implemented since its development in 2015. A review is required. Works are set to commence on ground at the Corowa Foreshore in early 2022.
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation	Progressing	50%	Working with State Government (DPIE – Biodiversity) and Charles Sturt University (CSU) to inform the Growth Strategy.
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders.	Progressing	50%	Education days have been limited but Council continues to work with Landcare in this area.



Outcome:

Close-knit and welcoming communities where people come together and support each other.

Close-knit and welcoming communities where people come together and support each other.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	Progressing	50%	Ongoing. Compulsory acquisition of Billibidgee Aged Care Units in Urana almost finalised.
	4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Progressing	10%	Revised PAMP completed and in the process of being implemented.
	4.1.3	Continue to engage with older residents when considering the long term planning of our social needs.	Progressing	50%	Council continues to meet with the Federation Ageing Well Committee monthly.
	4.1.4	Implement the actions within the Ageing Well Strategy.	Progressing	50%	Council continues to deliver actions from the Ageing Well Strategy 2018-2021, and are planning to conduct community engagement to develop a new strategy in late 2022.
	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Progressing	50%	Initial planning is underway for one event in March 2022.
Encourage an age-friendly environment.	4.1.6	Finalise purchase of Billabidgee Aged Care Units.	Progressing	90%	Compulsory acquisition has been approved by the Minister. Awaiting valuation to finalise payment.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve healthcare.	4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Progressing	50%	Council continued to engage and where applicable offer support to local stakeholders and practitioners regarding improving health care in the Federation Council area.
	4.2.2	Advocate for health services that meet the needs of the community.	Progressing	50%	Support provided for opportunities to see additional GP and medical services in locations across the Council area.
	4.2.3	Support Interagency meetings.	Progressing	50%	Council hosted two Federation & Surround Interagency Meetings that were well attended by service providers that are located or outreach to the Council area.
	4.2.4	Work with Community Transport Services to improve access to health care.	Progressing	50%	Ongoing. Support provided for a local pickup service to Corowa and Howlong.
Improve healthcare.	4.2.5	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Progressing	50%	Ongoing advocacy with Murrumbidgee Health and support for progress associations in Mulwala and Howlong.
Support young people.	4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	Progressing	50%	Council continued to meet monthly with the Federation Youth Council.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	Progressing	50%	Initial planning for a youth focused and led initiative is underway for April 2022.
	4.3.3	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	Progressing	50%	The roll out of new Federation Youth Hub, branding and youth focused directory is scheduled for early 2022. Council provided information on emergency and mental health services available to assist people during COVID-19 via their communication channels and website.
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Progressing	10%	Due to COVID-19 and public health orders Council staff have been unable to enter schools.
Support access to quality education.	4.4.2	Advocate and support the sustainability of our schools.	Progressing	50%	Letters of support provided to local schools in support of funding submissions for key school improvement activities.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.4.3	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	Progressing	50%	COVID-19 has restricted many activities from been delivered in 2021. Council ran an online art and photography competition for school students, organized and partnered with local high schools to deliver a drug education session, provided information for young people via the "I am Federation" Facebook Page and continued to engage with local schools.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Progressing	50%	Council continued to meet monthly with the Community Drug Action Team which resulted in two community Think Tanks been held with local drug and alcohol health and service providers. A newly formed Primary Prevention Team was endorsed that will include initiatives funded under the NSW CDAT and Federal LDAT programs.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.5.2	Support agencies to provide Drug and Alcohol information and education to the community and build awareness of available services.	Progressing	50%	Council partnered with Corowa High and Oaklands Central School to run a drug education session. The latest Alcohol and Drug Guide Books were purchased are available from Council libraries. The Council website was updated with local and national services and information.
Provide sport and recreational opportunities.	4.6.1	Provide Community Facilities Services.	Progressing	100%	Community facilities continue to be maintained and provided for community use.
	4.6.2	Finalise the Community Facilities Strategy.	Not Progressing	0%	No resourcing available to implement. Recommend undertake this as a sub plan to inform the Federation Growth Strategy and assist Councils Asset Management Planning.
	4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Progressing	50%	The Council database of sporting clubs were provided with information about Council's Community Grants Program, relevant Government sporting grants, information on COVID and public health requirements, and mental health resources.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops and offering other support where possible.	Progressing	50%	Ongoing. To date two sessions have been completed. One was completely online (due to Covid) and the other face to face. Further sessions planned for 2022.
Support childcare and family services.	4.7.1	Support the communication and distribution of the Family and Children's Services Directory.	Progressing	50%	Council continued to distribute the Family and Children Service Directories through multiple channels including the Council website, Council offices and libraries, local schools, New Resident Kits and Kinder Bag Program.
	4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	Progressing	50%	Ongoing.
Support childcare and family services.	4.7.3	Deliver the mobile preschool service across the LGA.	Progressing	50%	Council has delivered a very successful mobile preschool service to 5 locations in 2021.
	4.7.4	Undertake playground upgrades included in the Capital Works Program.	Completed	100%	Capital projects have been delivered.
Encourage community pride and spirit.	4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	Progressing	50%	Ongoing. Round 1 complete. Round 2 scheduled for early 2022.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.8.2	Continue to deliver Council run events where possible.	Progressing	50%	Planning for 2022 Australia Day Awards and Community Celebration underway. Initial planning for Youth Week, and Seniors Week due to be delivered in March / April. Planning for Volunteers Week will start in 2022.
	4.8.3	Establish strong community partnerships that builds capacity and deliver positive outcomes for the community.	Progressing	50%	Ongoing. Strong partnerships exist across community organisations and business.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.4	Update the new residents pack, circulate and make available online.	Progressing	50%	Federation Council launched its New Residents Kit to the public which provides people moving to the area with a range of information on Council, community services and facilities. The New Resident Kit includes a coffee table size New Resident Guide along with information on Council run services and other Council created directories such as the Ageing Well Resource and Family and Children Services Card that provides contact details for a number of local services, schools, sporting and community clubs. The kits are available at all Council offices and have been distributed to Real Estate agencies to provide to people buying or renting across the council area.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.5	Continue to promote and encourage use of the free online community directory.	Progressing	50%	Council ran a promotional campaign calling out for local community groups, sporting clubs, schools and community service providers to create a listing on the online Community Directory. This was successful with nearly 30 new listings.
	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Progressing	10%	Initial discussion on an initiative to celebrate Volunteers Week in 2022 has been under taken.
	4.8.7	Facilitate volunteer coordination and support.	Progressing	50%	Council continued to coordinate and support volunteers of Council including Section 355 and Advisory committees, as well as volunteers that assist in the Visitor Information Centre and Library.
	4.8.8	Encourage and support new events to the area.	Progressing	50%	Council continues to provide advice and assistance to event organisers wanting to host events in the Federation Council area.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.9	Finalise Ball Park Foreshore Removable Cafe Project.	Progressing	50%	The utilities/slab and bollards have been installed. Waiting on the park furniture for this area.
	4.8.10	Deliver Cemetery Management Services.	Progressing	50%	Cemetery operations have been delivered to service level requirements.
Ensure community safety.	4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	Progressing	50%	Ongoing. Draft Federation Primary Prevention Team (Drugs & Alcohol) plan has been developed.
	4.9.2	Implement the Road Safety Program.	Progressing	50%	Program effectively implemented in accordance with funding guidelines.
	4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Progressing	50%	Agency running to a high standard meeting community demands.
	4.9.4	Review and implement the Council's Alcohol Free Zones.	Completed	100%	Alcohol free area signs installed.
Celebrate the area's rich culture and heritage.	4.10.1	Support the work of the Arts and Culture Committee	Progressing	50%	Council continues to meet with the Federation Arts and Cultural Committee

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Progressing	20%	Delivery of Arts & Cultural initiatives has been impacted by COVID-19 and the public health orders.
Celebrate the area's rich culture and heritage.	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Progressing	50%	In planning for completion in early 2022.
	4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	Progressing	50%	Cultural workshops were planned to be held during NADIOC Week in Corowa, Howlong, Mulwala and Rand. Due to COVID restrictions, planned activities have had to be postponed until early 2022.
	4.10.5	Support local artists and galleries to foster a creative community.	Progressing	50%	Support provided where opportunities present including visiting a local gallery as part of the Shearing the Rams Trail launch.
	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Progressing	50%	The Shearing of the Rams Trail was launched and has been very well received by tourists and residents. Discussions for other art trails is underway.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Progressing	10%	Due to COVID 19 and public health order no exhibitions or events have been allowed in the Corowa Art Space. Planning for 2022 has taken place.
Celebrate the area's rich culture and heritage.	4.10.8	Continue to progress Councils Friendship Agreement with Miki City.	Progressing	50%	The 2021 exchange with Miki City was cancelled due to the ban on International Travel. Council continued to engage and communicate with our connections in Japan and the Miki City Advisory Committee via emails and virtual meetings. Council has sought funding to support the delivery of a film documenting the 24 year history of the Miki City exchange program with the former Corowa Shire and now Federation Council.
	4.10.9	Ensure long term planning strategies include further development of the Federation Museum.	Progressing	50%	Timeline for delivery of the Federation Museum has been established.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	Progressing	50%	The Corowa and Howlong History Trails were made digital. Council continued to engage and meet with local history groups and community groups to support the recording and promotion of the history of the LGA.
Celebrate the area's rich culture and heritage.	4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	Progressing	50%	Council continued to meet and provide support and assistance for historical and community groups to collect and record the stories relevant to the Federation Council area.
	4.10.12	Investigate any interest from Melbourne based councils with a view of forming a sister city relationship.	Not Due To Start	0%	No action taken to date. Covid has hampered the ability to engage face to face.
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Progressing	90%	Ongoing. Draft Disability Action Plan completed, awaiting Council endorsement.
	4.11.2	Facilitate and support the Disability Access Committee.	Progressing	50%	Council continued to meet monthly with the Disability Advisory Committee.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	Progressing	50%	Ongoing and to be further considered in line with Growth Strategy in 21/22 and 22/23. Rand and Morundah are two small villages that have active Town Plans. Newly formed Howlong Progress Association is currently drafting a plan.
Work to address disadvantage in all its forms.	4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	Progressing	50%	Ongoing. These have been considered as part of the development of the Draft PAMP plan.
	4.11.5	Provide social housing in Howlong, Oaklands and Urana at existing properties.	Progressing	50%	Ongoing service provision of social housing via leasing of Councils units.
Provide library services and programs accessible to all residents and visitors.	4.12.1	Maintain libraries in Corowa, Howlong, Mulwala and Urana that are vibrant community spaces and provide opportunities for all members of the community.	Progressing	50%	Ongoing. Covid restrictions have resulted in a number of service interruptions however delivery services were maintained where this proved to be an issue.
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to smaller communities.	Progressing	50%	Ongoing. There was a 3 month period in 2021 where the mobile library was out of operation. Book deliveries occurred during this time to minimise disruptions

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.12.3	Deliver school holiday programs across the council area.	Progressing	50%	Where possible (due to Covid) school holiday activities were run. Numbers have been down as a result of the pandemic.
Provide library services and programs accessible to all residents and visitors.	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Progressing	50%	Ongoing. the library has run a number of programs and author visit and has facilitated community book clubs although the numbers of activities have been smaller than previous years as a result of the impacts of Covid 19
	4.12.5	Provide a free delivery service to housebound library patrons.	Progressing	50%	Ongoing service.
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Progressing	50%	Ongoing. A smaller number of programs have occurred during 2021 due to the impacts of Covid 19.
	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Progressing	50%	Ongoing. Free Wi-Fi available at all three library branches.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.12.8	Encourage library membership by promoting the range of services available.	Progressing	50%	The range of library services continues to be promoted via the local press, Council website and Facebook pages. Also flyers displayed on community billboards that promote particular programs.
	4.12.9	Facilitate some interactive programs for young people.	Progressing	5%	Ongoing. No activities to date due to Covid 19.
	4.12.10	Facilitate the provision of online cemetery records.	Progressing	50%	Continuing.



Well-Governed Federation

Strong civic leadership and governance supporting equity across communities and effective communication with residents.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.1	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.	Progressing	50%	Rates Advisory Committee engaged through the establishment of a harmonised rating system. To be re-engaged as the next Delivery Program is developed.
	5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	Progressing	30%	Service Managers conduct service reviews on a demand basis, but there is currently no regular scheduling of reviews. This will be further considered in the development of the updated Long Term Financial Plan for implementation from 1 July 2022 and the NSW Government has also recently announced formal service reviews will become a requirement for all NSW Councils in the future.
	5.1.3	Implement 2021/2022 Special Rate Variation (subject to IPART approval) and comply with any associated reporting requirements.	Completed	100%	Special Rate Variation implemented.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.4	In conjunction with the development of the new Delivery Program, consider options for funding initiatives, including a further Special Rate Variation.	Progressing	20%	This is progressing as part of the development of the revised Community Strategic Plan and the new Delivery program and Long Term Financial Plan. This will start in early 2022.
Work toward the equitable servicing of all areas.	5.2.1	Work with regional and state organisations to ensure consideration of cross Council and border issues.	Progressing	50%	Considerable engagement has occurred with NSW Cross Border Commissioner and the Victorian Cross Border Commissioner during the COVID-19 pandemic. Discussions have focused on the impact of COVID-19, associated restrictions and opportunities to support the community in recovery.
	5.2.2	Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	Progressing	50%	Managers review practices in other Councils when conducting service reviews for benchmarking and opportunities. Ramjo is also coordinating a shared services working group to closely examine opportunities for shared services.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.3	Continue to actively seek grant funding for a range of projects across the council area.	Progressing	50%	Ongoing. Applications are submitted on a regular basis by Council and many other groups who apply for grants for community projects receive substantial Council support. Recent funding has been secured for Seniors Week and Miki City activities to celebrate and further promote Councils Sister City/Friendship Agreement with Miki City Japan.
	5.2.4	Deliver projects funded by various state and federal grant programs.	Progressing	75%	Most projects have been finalised under the Stronger Country Communities Round 2, and the remaining ones will be completed in the latter half of 2022. Many other projects such as the numerous Federal Government Drought funded ones are also completed.
	5.2.5	Report on ongoing service provision and expenditure by area.	Progressing	20%	Additional financial information by service groupings was provided in the new Delivery Program and Annual Operational Plan that was adopted by Council in June 2021. Further reporting will be provided through 2021/22.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.6	Approve and implement the Grant Management Policy.	Completed	100%	Grant Management Framework (Policies and Procedures) have been adopted by Council.
Ensure good governance and administration.	5.3.1	Implement Long Term Financial Plan and associated strategies.	Progressing	50%	The Long Term Financial Plan (LTFP) 2021-2031 and associated financial improvement strategy continues to be implemented. Financial sustainability measures have now been added to the LTFP.
	5.3.2	Support NSW Electoral Commission process and conduct of Local Government election 2021.	Completed	100%	Support provided to NSW Electoral Commission for local government elections held on 4 December 2021.
	5.3.3	Implement Integrated Planning and Reporting including development of Community Strategic Plan (CSP), following Council election and in consultation with the community.	Progressing	50%	On target. Planning for the review of the Community Strategic Plan is well advanced, with engagement due to commence in January 2022.
	5.3.4	Develop and review Council's Integrated Planning and Reporting documents (Delivery Program and Operational Plan) to support delivery of strategic priorities identified in the CSP.	Progressing	10%	Review of documents underway with desktop review of supporting documents and consultation with internal stakeholders taking place.
	5.3.5	Provide, regular and timely reports to Council and the community on progress of Council's achievements for actions adopted in its Delivery Program and Operational Plan.	Progressing	50%	Progress reports prepared and provided to the community.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.6	Review and re-develop Long Term Financial Plan, and Delivery Program and Operational Plan budgets, and ensure consistency with Operational Plan Actions.	Progressing	30%	Underway and a strict timeline for 2022 is in place to ensure it can meet requirements. Delayed election has meant this is occurring on a very condensed schedule.
	5.3.7	Preparation of Annual Report in accordance with Local Government Act and Guidelines.	Completed	100%	Reports received and compiled to prepare Annual Report which is available on Councils website.
	5.3.8	Preparation of State of the Environment Report in accordance with Local Government Act and Guidelines.	Completed	100%	This report is no longer required and reporting of Councils actions with respect to the Environment is managed through the ordinary Delivery Program and Operational Plan mechanisms.
	5.3.9	Preparation of End of Term Report in accordance with Local Government Act and Guidelines.	Completed	100%	The End of Term Report for the Council term 2017-2021 was presented to the incoming Council and the community in late 2022.
	5.3.10	Demonstrate appropriate, effective and efficient financial services.	Progressing	50%	Councils financial services are delivered to a high standard.
	5.3.11	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Progressing	50%	Council continues to implement its Procurement Policy which encourages a more shop local approach.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.12	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Progressing	20%	Levels of service are currently being reviewed in advance of preparing the next Delivery Program.
Ensure good governance and administration.	5.3.13	Provide Councillor Support Services.	Progressing	50%	Council provides support to Councillors as per the Provision of Facilities and Payment of Expenses for Councillors.
	5.3.14	Council meeting agendas and minutes distributed and available in accordance with Council's Code of Meeting Practice.	Progressing	50%	Council in late 2021 implemented a new agenda management system to further streamline this process. All agendas and minutes were distributed as per requirements.
	5.3.15	Ensure Policy framework is implemented	Completed	100%	Framework in place and being used by most staff. Where gaps are identified and processes not being followed these are followed up with individual staff members.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.16	Work with stakeholders to develop and implement processes to support access to information in accordance with relevant legislation and guidelines.	Progressing	50%	Changes made to website and communicated regularly to relevant staff. Information circulated on training opportunities and new templates and forms developed for GIPA. Draft remediation plan prepared for IPC in relation to Planning and Development processes for access to DA Records. Further documents to be developed by Planning.
Ensure good governance and administration.	5.3.17	Implement Councils internal audit program.	Progressing	50%	Internal Audit Program has been implemented in accordance with legislation, ARIC Charter and workplan.
	5.3.18	Review and implement Councils Privacy Management Plan.	Progressing	35%	Whole of organisation plan. Requires input from various areas of the organisation. Needs to be updated to reflect processes for managing CCTV footage and privacy aspects of public facilities. Review of Privacy Policy complete draft to be adopted with Privacy Management Plan.
	5.3.19	Manage Councils insurance claims in a cost effective manner and in accordance with customer service charter.	Progressing	50%	This is ongoing and continually reviewed and improved with adopted systems and processes within the operational services

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.20	Review delegations in line with organisational changes and ensure delegations process is integrated with existing recruitment and training policies and guidelines.	Progressing	25%	Presented to Leadership Group on 28 July, emailed information and request for any changes with follow up on 28 November. Draft to be prepared and any changes form feedback to be noted for consideration and approval by Manex to coincide with our Delegations from Council to GM and Council to Mayor (required to be done within 12 months of a new council being elected).

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.21	Implement framework for supporting compliance with all council committees.	Progressing	5%	Framework is in place and under review which requires input from a range of stakeholders. Terms of reference required for all committees to be finalised with input from all committees. Guidelines require agreement and decisions to be made on aspects concerning Council policy eg. holding of bank accounts, membership and meeting protocols. Once finalised training and support for committees can commence. New Councillor representatives appointed. Letter in draft for committees to be advised and information for Councillors to be developed as time allows.
	5.3.22	Support councillors to acquire the skills necessary to perform their roles in accordance with the LGA S 232. Councillor Professional Development Program as per guidelines - LGR Part 8A-185 and including Code of Conduct.	Progressing	20%	Training programs will be developed for Councillors in early 2022 following the LG Election in December 2021.
	5.3.23	Provide Council Records Services.	Progressing	50%	Ongoing service provided.
	5.3.24	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Progressing	50%	Ongoing.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.25	Continue implementation of IT Strategy.	Progressing	50%	Continuing.
	5.3.26	Consult with key stakeholders to ensure compliance with Crown Lands Act.	Progressing	50%	Ongoing. Communication with the Department of Crown Lands regarding Plans of Management has occurred.
Ensure extensive communication and consultation with residents.	5.4.1	Maintain Council online presence via digital channels.	Progressing	50%	Continually improving Council's digital presence. Council's data on its increased presence on social media is trending positively and strongly.
	5.4.2	Implement and maintain Council's Customer Service Charter.	Progressing	50%	Continuing and is an area of constant pressure with ever increasing customer interaction and at times limited resources.
	5.4.3	Implement Council's Community Engagement Strategy.	Progressing	50%	Strategy implemented and communication/engagement sub-strategies and plans are developed as need arises, for more specific projects. Overall strategy to be reviewed as per legislative requirements in 2022.
	5.4.4	Implement Council's Corporate Communications Strategy.	Progressing	50%	Ongoing. Strategy Implemented. Reviewing internal communications to be more effective including for outdoor staff/staff not accessing a pc or device frequently.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.5	Implement internal communications and engagement policy.	Progressing	50%	Council's Staff Intranet 'The Source' continues to provide a central online resource for staff to access information from across the organisation 24/7 on any device. Other key communication piece updates include Continuity Management Team news, Consultative Committee updates, Work Health and Safety, General Manager Update and Leadership Meetings. Manex minutes are also circulated to all staff. Internal communications and engagement working group to be established in early 2022 to review internal strategy.
	5.4.6	Use Council's visual identity consistently in all public facing communications.	Progressing	50%	Council's branding assets are consistently used and accurate usage monitored in public facing communication and campaigns.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Progressing	50%	A vast array of media opportunities are captured, and updated photos and other content has been completed particularly in the associated business marketing areas of Council. Communication and Engagement plans developed to support tourism offer and assets, services, events and Council advocacy and legislative requirements.
	5.4.8	Finalise branding of building and all old signs from former Urana and Corowa Shires, at Corowa Civic Centre and any other required areas.	Progressing	95%	No budget available to progress further. Requires budget in 22/23 if possible particularly for Corowa Civic signage.
Ensure quality customer service.	5.5.1	Implement four yearly customer satisfaction surveys to understand strengths and areas for improvement.	Not Due To Start	0%	This action will only appear in the Delivery Program for the next version, and only appear in the specific year Operational Plan for the year it is scheduled, as it is only a once in four year action.
	5.5.2	Promote and maintain a user-friendly customer request system.	Progressing	50%	Council allows customers a wide range of ways in which they can lodge a request, to ensure our processes cover people's preferences when communicating with Council.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.3	Continue to monitor functionality of Council's website.	Progressing	50%	The Corporate website engagement continues to grow substantially. Analytic reporting is provided and reviewed monthly.
	5.5.4	Implement actions to improve access to customer service centres.	Progressing	50%	Continuing, staffing maintained in the main even in Covid times.
	5.5.5	Provide public access to cemetery information and process transactions.	Progressing	50%	Continuing service.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Undertake actions to improve efficiencies and compliance across the organisation in Risk and Work Health Safety	Progressing	50%	A main focus in this area in the last two years has been on Covid-19 management. Further work needed on maturing Councils overall risk and safety management framework, pending resources being available (staff skill shortages in the sector).
	5.6.2	Update and implement the Workforce Strategic Plan.	Progressing	20%	A Working Group has been progressing the development of the next Workforce Strategic Plan. This will be presented to Council in April 2022.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.6.3	Continue to implement staff performance reporting.	Progressing	50%	Not all staff performance reviews have been completed. The documentation has been updated but not circulated to all Managers. Will be sent out end of January 2022.
	5.6.4	Maintain IT and technical support for Council.	Progressing	50%	Council maintains this service to a high level with a strong focus on cyber security including training.
	5.6.5	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Progressing	50%	Continuing training and support provided to a high level.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.6	Review security of Council assets, people and property.	Progressing	50%	Activities continue around the security of Council's assets. There has been a particular focus on the security of Council's information systems and improvements to lighting and CCTV in some areas including for staff security. Further work is to be undertaken on the security of Council locations where plant, tools and equipment are stored and this is considered critical given theft/losses in some areas.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.6.7	Ensure staff are engaged with and update staff intranet.	Progressing	50%	The Staff Intranet engagement continues to grow substantially. Analytic reporting is reviewed monthly. The site continues to be developed and updated to ensure maximum engagement levels of staff and proves to be a valued central source of consistent communication. Initiatives underway include assisting those who are not always at a pc or device to be able to access this site, including pods to be installed at Council depots.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.8	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	Completed	100%	HR has reviewed the way it advertises its positions and has moved into platforms that provide the most exposure on the data Council collects when applications are submitted. Council frequently liaises with local Schools and RTO's in regards to candidates if the position is relevant. Council also has started advertising Apprenticeships and traineeships on the local Corowa high schools Facebook page.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.6.9	Conduct careers days and volunteer days in collaboration with school and local institutions.	Not Progressing	0%	Unfortunately due to Covid, Career days are not an option, hopefully they will be up and running in the near future again. Council has in the past participated in these career days.
	5.6.10	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	60%	High risk subject matters have been identified. Development of a new overall Safety Management System is progressing. Development of a Business Continuity Plan (BCP) is completed. Site Specific Emergency Management for 5 sites is progressing. The review of the draft risk management framework is not progressing due to lack of resources. The COVID Safety Management - Framework has been developed and is followed on an ongoing basis.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.11	Provide Risk and Compliance Services.	Progressing	50%	Services are provided within available resources including ongoing support to staff in business areas.
	5.6.12	Support Council Mapping Systems across the organisation.	Progressing	50%	Ongoing services provided.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Effective asset management.	5.7.1	Develop and implement Asset Management Plans.	Progressing	20%	The draft Transport Asset Management Plan has been developed and requires review and then presentation to Council for adoption. There is substantial work still needed on an overall Asset Management Plan, and this is planned to be accelerated in the first half of 2022.
	5.7.2	Implement recommendations from Asset Management Planning project.	Not Progressing	0%	Council has plans to contract an Asset Management Specialist in early 2022, to lead the development of an overall high level Asset Management Plan. This action cannot be commenced until the previous action to finalise the plans is completed.
	5.7.3	Allocate resources to inspect new assets and report on condition.	Progressing	50%	Ongoing. Additional staff have been assigned to this area and are working on gaining better asset data.
Effective asset management.	5.7.4	Complete external asset audits.	Progressing	50%	Ongoing. Recommend this action be merged with previous action, in the next Operational Plan to ensure all asset inspections capture both new and existing assets.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.7.5	Complete asset, regulatory and works related financial reporting on time.	Progressing	50%	Council continues to improve on its financial reporting timelines.
	5.7.6	Seek funding for upgrades to the Ball Park Caravan Park.	Not Progressing	70%	A Building Better Regions application was submitted but was unsuccessful. Applications will be made as appropriate as they present.
	5.7.7	Seek funding for upgrades to the Urana Caravan Park.	Not Due To Start	0%	Current issues with approvals have delayed the ability to make application. Once finalised, applications will be put forward to Manex for approval to apply.
	5.7.8	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.	Progressing	25%	Works progressing within available funding.
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Progressing	50%	Support supplied during reporting period and Councils Director of Engineering is the Local Emergency Management Officer and the Committee meets as and when required.
	5.8.2	Support After Hours Emergency Response.	Progressing	50%	Continues to a high standard.