



FEDERATION COUNCIL

Progress Report
January 2021 – June 2021 for
Delivery Program 2018-2021 and
Operational Plan 2020-2021

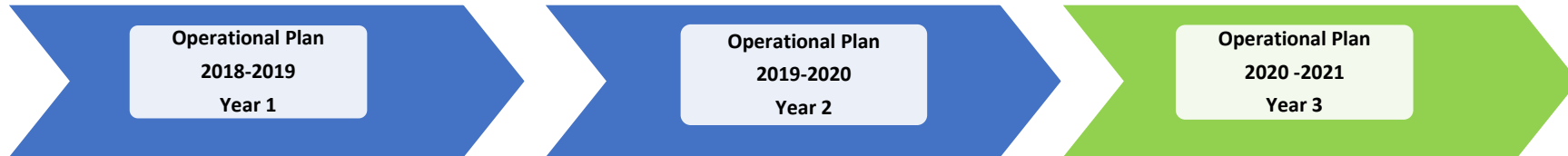




Mayor Patrick Bourke

Delivery Program 2018-2021

Operational Plan 2020-2021



Council is pleased to present the 6 month progress report outlining progress in year 3 of Councils 2018-21 Delivery Program, and Operational Plan 2020-21. This report outlines the many achievements gained in the second half of this reporting year, being from 1 January to 30 June 2021.

The Operational Plan for 2020-21 has 231 actions, and Council has completed 177 of these. This included many of our day to day services, as well as many projects including some major projects, coupled with significant resources being diverted to manage changes in service delivery amidst the challenges of Covid-19.

This is considered a significant achievement during a period which marred by Covid-19 driven challenges, including border lockdowns, complications stemming from diversion of resources, inability to get products or contractors, and maintaining above all a focus on service delivery, community safety and supporting our many enterprises and community groups through these tough times.

I am proud of the staff, volunteers, contractors and our many other stakeholders in working together to continue to maintain and develop our great communities. Of significance in this last 6 months is the completion and opening of the Corowa Aquatic Centre in April. This is a long awaited state of the art regional facility that has been highly utilised since it opened.

Whilst we know the Covid-19 pandemic is not going away anytime soon, we can be confident that there is much to look forward to with investment enquiries and Council industrial land sales remaining strong throughout the year.

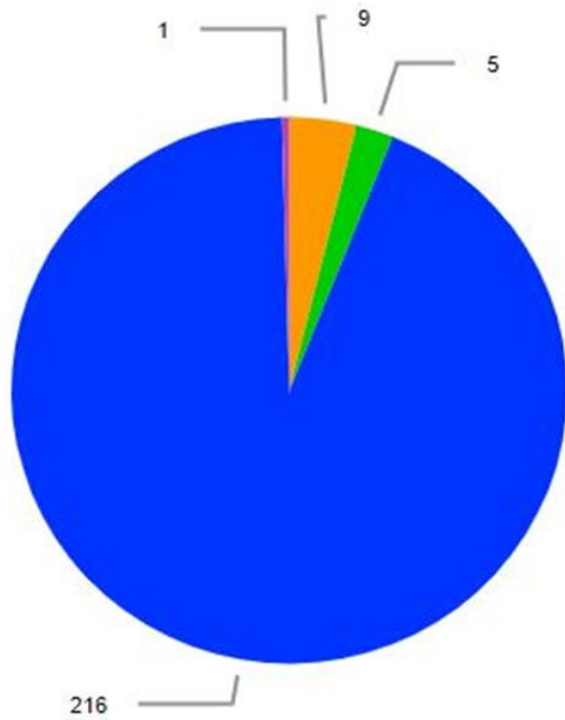
Another example of the strong economic activity has been demonstrated by the continuation of weekly sales at the Council owned and managed Corowa Saleyards Complex, with throughput remaining at 600,000 head of sheep resulting in over \$100M of sales through the yards for 20/21.

Further investment of \$9.2M from the NSW Government Stimulus funding has kicked off the expansion and upgrades of the Corowa saleyards, and this is our most major project for Council in the next two years. The launch of the North of the Murray Branding is also a key driver for our tourism sector and will facilitate greater opportunities for attracting travellers who might normally travel to overseas destinations and now look to explore their own backyard more.

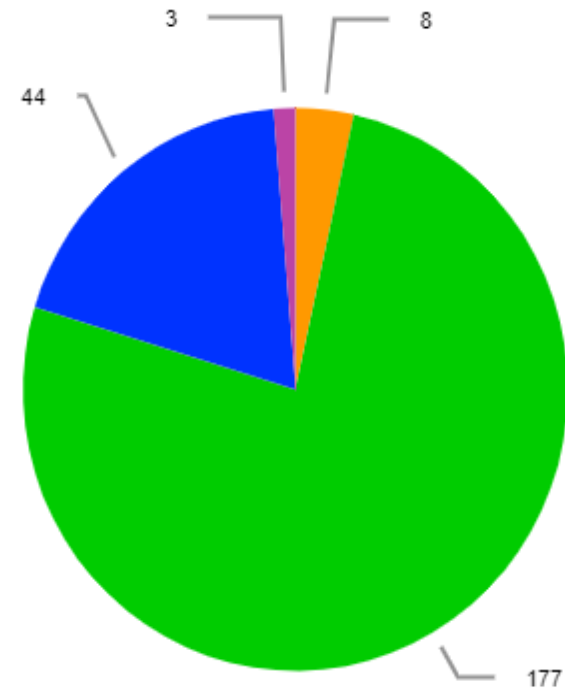
Please take the time to read the entire report, which includes % achieved, and also many comments as to the status of the actions. The full report is also available for downloading via Councils website at <https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Reporting>

Diagram 1. Action snapshot Year 3

Year 3 Operational Plan
2020-2021
1 July 2020 - 31 December 2020



Year 3 Operational Plan
2020-2021
1 January 2021 - 30 June 2021



Not Progressing
Completed
Progressing
Not Due To Start

Council has completed a further 172 actions in this last 6 months



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).	Completed	100%	Road Management services were delivered within budget and to a high standard across the reporting period.
	1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, Urban Sealed Roads, footpaths and bridges.	Completed	100%	Works were completed within available budgets. A significant amount of capital projects were delivered across the reporting period.
	1.1.3	Scope effective location based text messaging services for works program and update website.	Progressing	75%	Council's website is updated periodically on the works program. Investigations are under way to determine more appropriate methods for notifying the community of the works program more regularly including possible text messaging.
	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	20%	Council in March 2020, adopted an agreed schedule of works after community/stakeholder consultation and the works have commenced, including vegetation improvements at Federation Gardens, and the delivery of the Memorial Plaza upgrade. Further works to continue across 21/22 including seating, bins, tree work, and other continued aesthetic improvements.

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.	1.1.5	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Completed	100%	Inspections are carried out on a routine and complaint based approach. New procedures are to be introduced to refine processes.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Implement Capital Works Program to address priority facility needs.	Progressing	100%	Many varied capital works projects were carried out including playground upgrades, shade and watering system installations, and the new Corowa Aquatic Centre. Much of this was the result of significant Government funding, including drought funding (Federal) and Stronger Country Community funding (State).
	1.2.2	Finalise new Corowa Swimming Pool complex.	Completed	100%	This major project was completed and operational from April 2021. The project was delivered on-time, under budget, and to a high standard.
	1.2.3	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Progressing	20%	Whilst some Master plans and Structure Plans have been developed or revised during the reporting period, for some key high use areas such as Lowe Square Howlong, Lonsdale Reserve Mulwala and Corowa Foreshore and Morris Park Corowa, an overall Recreation and Open Space Strategy has not been resourced as yet. To be considered in 21/22 as part of Growth Strategy work.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.4	Finalise construction of Corowa Skate Park.	Completed	100%	Completed early in reporting period to a high standard and strong user satisfaction and usage evidenced since opening.
	1.2.5	Ensure Swimming Pool Management Services are delivered.	Completed	100%	Councils Pool Management Services adapted very well to the extra challenges in risk management posed by the ongoing Covid-19 pandemic. Strong community support of unsupervised model at Urana and also strong support of staffing standards at Howlong Pool. The pools across the council area all had increased patronage over the 20/21 financial year with the addition of the new Corowa Aquatic Centre in April 2021.
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.	Completed	100%	The Capital works program is progressing satisfactorily with little to minimal carry forward projects expected.
	1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	Progressing	15%	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.	Completed	100%	Maintenance works were carried out based on existing resources and service standards. An overall new maintenance program is proposed to be planned across 21/22 pending available staff resources as part of the new Strategic Business Plan for Water and Sewer Services, and the Asset Management Planning process.
	1.3.4	Implement Urana and surrounding villages Floodplain Management Plan.	Not due to start	0%	Not able to be commenced until plan adopted. Awaiting adoption of Floodplain Risk Management Plan, proposed for late 2021. No funds budgeted yet for works until works identified and costed. Will seek State Government funding for authorised works in the plan.
	1.3.5	Implement, conduct, monitor and review asset inspections - water and sewer.	Completed	100%	Inspections carried out on a routine and urgent basis if issues arise. More planned program to occur in line with comments in 1.3.3.
	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	35%	Major work and was progressed across this reporting period and will be further progressed in 21/22 in conjunction with Growth Strategy and Utility Servicing Plans and the completion of action 1.3.11, the Integrated Water Cycle Management Plan.
	1.3.7	Develop Water and Sewer Systems Capacity Review (Corowa, Howlong and Mulwala).	Progressing	95%	Finalise in 21/22 and will inform the Growth Strategy.

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.	1.3.8	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.	Not Progressing	0%	No Funds set aside for this project. No Funds set aside for this project, and this is linked to actions 1.3.2 and 1.3.10, and will be required to be completed in parallels with those projects. Likely to be progressed in 21/22 to inform Growth Strategy.
	1.3.10	Develop and implement flood protection strategy.	Progressing	35%	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 and this is commencing in early 21/22.
	1.3.11	Finalise Integrated Water Cycle Management Plan.	Progressing	40%	Despite considerable work, this project has encountered difficulties in finalisation like many other Councils due to issues in gaining NSW State agency support for the documents/plans. Further progress in 20/21.

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) Maximize 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, and existing staff who initially were able to commit some time to this, have been diverted to major projects and COVID-19 management. Further consider in 21/22 including with Riverina Murray Joint Organisation of Councils support (RAMJO).
	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%	Participated in the NSW DPIE Sustainable Councils and Communities Program. Energy audit has been completed for 9 main council buildings and sites. Currently awaiting results. Not able to be more substantially progressed due to a lack of staff resources to allocate to this project, and existing staff who initially were able to commit some time to this, have been diverted to major projects and COVID-19 management. Further consider in 21/22 including with Riverina Murray Joint Organisation of Councils support (RAMJO).

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	Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.	Completed	100%	Council advocates including through RAMJO, for improving communication networks including mobile and NBN coverage. NBN has been rolled out across the Council area either as fibre in the larger towns and satellite in smaller villages and towns.
	1.5.2	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Completed	100%	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	45%	Work continuing on this major project and planned to be finalised across 21/22.
	1.6.3	Implement Aerodrome Management Services.	Completed	100%	Council continues to maintain CASA accredited services at Corowa Aerodrome and major works were required in the reporting year to improve runway conditions including drainage and tarmac upgrades.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward public transport that meets the needs of residents and industry.	1.6.4	Develop a funding strategy and long term planning to include strategies to address improvements to heavy vehicle transport needs of residents and industry.	Progressing	15%	This project has commenced and will continue across 21/22 to inform the Growth Strategy project, and Council will consider alternate heavy vehicle routes around towns including Urana, Corowa, and Howlong.
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Completed	100%	Services were delivered very well considering an almost 100% increase in planning and building applications, due to initiatives such as the Government Covid-19 stimulus grants for residential, and later commercial building works.
	1.7.2	Provide Environmental Health Services.	Completed	100%	Council continued to increase staff resources in this area and focus areas included food shops, trade waste, and managing an increasing number of complaints in relation to standards of living/conditions of blocks, especially in some of the smaller villages and towns.
	1.7.3	Provide Development Assessment Services.	Completed	100%	Services delivered very well including several major applications still under assessment for determination in 21/22, and an overall large increase in development activity. The online planning portal changes will be implemented from 1 July 2021.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Consistent and appropriate land use planning outcomes.	1.7.4	Provide Strategic Land Use Planning Services.	Completed	100%	The Local Strategic Planning Statement was completed. The new combined Local Environmental Plan (LEP) was also further progressed and is due for finalisation in the latter half of 21/22. Work also continued on Flood planning, Master and Structure Planning of Councils Open Space and Recreation Ground areas in the larger towns, and preparation works occurred for the Growth Strategy to inform the future growth areas of the towns and villages. This project will commence in 21/22.
	1.7.5	Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	85%	See comments in 1.7.4, due for finalisation in 21/22 and then the Growth Strategy when finalised will amend the Local Environmental Plan to reflect approved new zoning areas.
	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Completed	100%	Online planning portal to go live on 1 July 2021 is expected to improve access to planning application information. Council will continue to improve the access and availability of general planning instrument information such as zoning and mapping.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Consistent and appropriate land use planning outcomes.	1.7.7	Implement Development Contributions Plan.	Completed	100%	Developments were levied as required and a new plan will be required following Councils Growth Strategy and Utility Services Plan. Council will require significant additional funding to replace aged major infrastructure including a new Water Treatment Plant (Mulwala) and a new Sewer Treatment Plant (Corowa).
Improve waste management services.	1.8.1	Finalise and implement Council wide Waste Management strategy and ensure alignment of service levels to residents and industry needs.	Progressing	70%	Significant progress towards finalising Waste Management Strategy, and to be considered by Council in the first half of 21/22. Implementation/resourcing plan to be developed as part of this for implementation across the life of the strategy. Some of the longer term initiatives will mean the implementation will be required to be staged in over the next five years at least to allow funding streams to be developed.
	1.8.2	Identify and implement opportunities to discourage dumping.	Completed	100%	RAMJO waste education programs continued during the reporting period and Council followed up on illegal dumping complaints where possible. Halve waste (Councils Joint Collection Contract group) waste education programs continued during the reporting period and Council followed up on illegal dumping complaints where possible. An ongoing area of regulation and education focus.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve waste management services.	1.8.3	Investigate and implement opportunities to increase recycling.	Completed	100%	Council continued resourcing this via the designated collection centres and participation in Halve waste education programs. Continued upgrades to facilities to further separate/divert materials from landfill also occurred.
	1.8.4	Implement Waste Collection and Recycling Services.	Completed	100%	Services continued to a satisfactory level throughout the period.
	1.8.5	Effective management of Councils Landfill Operation Services.	Completed	100%	Services continued to a satisfactory level throughout the period. Continued improvements made to Councils landfills as budgets permitted.
	1.8.6	Participate in Waste Education programs in conjunction with local providers.	Completed	100%	Halve waste delivered waste education programs through the reporting period. Councils yet to be adopted Waste Strategy proposed a Waste Officer resource to focus on this amongst other tasks, and this will be considered as part of the implementation and resourcing plan when the strategy is adopted.



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	Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.	Completed	100%	Support for refugee resettlement through Council joining the 'Who's my Neighbour' program and continuing sales of industrial land will be considered to logically lead to greater employment and relocation opportunities.
	2.1.2	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.	Completed	100%	Continuing action. The many community projects delivered across the reporting period including the new year-round Corowa Aquatic Centre, as well as the Mulwala Adventure Playground, and many other new projects across the Council area are considered to be significant positive liveability factors for the region. Further consider in Growth Strategy to be commenced in 21/22.
	2.1.3	Ensure strategy and long term planning considers the development of new residential land to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	60%	Councils Growth strategy to commence in early 21/22 will consider and address this, and also the Economic Development strategy to be adopted in early 21/22 will also address this. Corowa and Mulwala also have two large residential development applications being assessed for determination potentially in the first half of 21/22.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support workforce development.	2.2.1	Facilitate training opportunities to support industry development.	Completed	100%	Ongoing training identification through Business Enterprise Centre (BEC) and advertised through the Councils Business Support Electronic newsletter.
Encourage affordability.	2.3.1	Ensure strategy and long term planning considers the development of new affordable residential land.	Progressing	40%	Councils Growth strategy to commence in early 21/22 will consider and address this, and also the Economic Development strategy to be adopted in early 21/22 will also address this. Corowa and Mulwala also have two large residential development applications being assessed for determination potentially in the first half of 21/22. For 22/23 delete this action as it is covered by action 2.1.3 if 'affordability' is added in.
Support inward investment.	2.4.1	Develop and market an investment prospectus for the entire Council area.	Not due to start	0%	Put on hold awaiting the completion of the Economic Development Strategy.
	2.4.2	Lobby other levels of government for increased investment across the entire Council area.	Completed	100%	Lobbying and grant applications have resulted in significant State and Federal Government funding being received. Further work in 21/22 and continuing, as part of the Economic Development Strategy to continue to support increased private sector/company investment in the area.
Support entrepreneurship and industrial diversification.	2.5.1	Develop and implement a streamlined approval process for new and expanded business applications.	Not due to start	0%	Put on hold awaiting the completion of the Economic Development Strategy.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support entrepreneurship and industrial diversification.	2.5.2	Continue building and engaging with networks by industry sector.	Completed.	100%	Ongoing action. Continued engagement occurred through the development of the draft Economic Development Strategy and via Corowa Business Chamber conversations, Club Grant meetings with major clubs, and also other specific individual meetings with large businesses in providing grant support and assisting in other infrastructure projects to support their businesses, such as improved roads.
	2.5.3	Develop a renewable energy strategy.	Progressing	30%	Participated in the NSW DPIE Sustainable Councils and Communities Program. Draft strategy currently being developed by consultant. Waiting results.
	2.5.4	Ensure strategy and long term planning considers development of industrial land projects.	Completed	100%	Identified as a need through the Economic Development Strategy engagement process. To be further progressed in 2021/22 with the Growth Strategy project.
	2.5.5	Ensure an effective sales strategy is implemented for Council's Business Park land across the area, including Corowa, Howlong and Mulwala.	Completed	100%	All lots in the Corowa Industrial Estate have now sold, with only 12 months forecast supply remaining in the Mulwala Business Park. Howlong industrial land (16 lots) to come on stream in the second half of 2021.
Support a collaborative regional approach to economic development	2.6.1	Facilitate local business support services.	Completed	100%	Support and advice to businesses provided as required/requested.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development.	2.6.2	Continue to convene industry meetings and attract supporting business and infrastructure.	Completed	100%	Engagement occurred through the development of the Economic Development Strategy. Opportunities identified and explored as they arise.
	2.6.3	Support operation of business chambers.	Completed	100%	Ongoing. In regular contact (attend Corowa Business Chamber meetings when requested) and supported chamber in the recent Buy Local Advertising Campaign.
	2.6.4	Support and encourage innovative industry trials and projects.	Completed	100%	As required. Support has been provided to business and industry in support of their growth and diversification plans. Particular advice has been provided around grant funding and application support.
	2.6.5	Provide support for incoming business/ investment enquiries.	Completed	100%	More than 15 investment enquiries taken throughout the course of the year.
	2.6.6	Investigate support for and attraction of microbusinesses to the area.	Completed	100%	Support provided for the establishment of new small business during COVID-19 where they could set up and work from home.
	2.6.7	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Completed	100%	Involved in Murray Regional Development Australia (RDA) Economic Development Leadership meetings on a fortnightly basis. Also a staff member has board membership. Council has ongoing involvement with RAMJO and broader Murray and Ovens Murray Regional Economic Development opportunities.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development	2.6.8	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Completed	100%	Ongoing. Working with Berrigan, Albury and Moira Councils on delivery of key tourism Infrastructure projects. Developing an MOU with Berrigan and Moira Councils. Continued executive collaboration with Albury City and Greater Hume Council.
	2.6.9	Progress opportunities from the Regional Economic Development Strategy.	Completed	100%	Ongoing. A number of projects such as road improvements and museum projects are progressing. Early involvement in the development of the Victorian Ovens Murray Regional Economic Development Strategy.
	2.6.10	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Completed	100%	Maintained membership and involved in key meetings and discussions at a broader level.
	2.6.11	Participate in relevant joint organisations.	Completed	100%	Council continued its active involvement with RAMJO and their joint programs and lobbying are considered to continue to benefit Council and the region broadly.
Support the agricultural industry.	2.7.1	Actively participate in agribusiness forums.	Completed	100%	Ongoing. Regular meetings with Riverine Plains / Landcare held.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.2	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Completed	100%	A range of infrastructure has been delivered, particularly from the Federal Government Drought funding, aimed at the Agricultural sector, such as weather stations and moisture probes. Other grant opportunities have been submitted and approved to improve access for the Agriculture and Manufacturing Sector. Successes include the major grant for the Corowa Saleyards upgrade, and support for a local Agriculture Industry conference This will remain ongoing as opportunities present.
	2.7.3	Provide effective and efficient Saleyard Management and Maintenance Services.	Completed	100%	Corowa Saleyards sheep selling complex continued to be managed at a high standard attracting strong sales throughout the year. Was particularly well managed and ongoing in mitigating the Covid-19 risks, to ensure the facility has not had to stop operating due to Covid-19 as yet.
	2.7.4	Deliver Stage 1 of the Masterplan for the Corowa Saleyards, subject to available funding.	Progressing	20%	Planning is substantially completed with delivery to occur across 20/21 and 20/22. A \$9.2M NSW Government Stimulus Funding grant was received. The funding deed has been signed and project has commenced.
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Completed	100%	The tourism website has been renewed to reflect the new North of the Murray website and is attracting very good traffic.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.2	Deliver quality information services that meets the needs of visitors.	Completed	100%	The Corowa Visitor Information Centre (VIC) is operating and attracting good visitation whilst Council also financially supports Yarrowonga Mulwala Tourism, in providing visitor services at the Yarrowonga VIC. The VIC/visitor servicing review in the early stages.
	2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	Completed	100%	Monthly electronic newsletters are sent to all stakeholders.
	2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	Completed	100%	The new North of the Murray brand marketing strategy roll out has been planned and implemented with a strong digital presence and merchandise sales at the Corowa VIC and other key sites.
	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Riverina / Murray Region.	Completed	100%	Council continues to participate in the Yarrowonga Mulwala Tourism committee meetings, and attends other forums held by both Murray Tourism, Destination Riverina Murray and Destination NSW.
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Completed	100%	New trails and cultural experience products have been completed (such as the Shearing the Rams Trail) to compliment the North of the Murray brand attributes. There is potential also for an Andrew Whitehead sculpture tour/trail, and discussions are underway with a private enterprise.

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.	Completed	100%	Ongoing as opportunities arise. Support for grant applications for both local operators and Council has occurred extensively.
	2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	Completed	100%	Ongoing. Funding opportunities are continually being researched and grant applications considered. At least three separate applications submitted.
	2.8.9	Implement the new North of the Murray Branding strategy.	Completed	100%	Brand Strategy documents complete. New brand launched successfully and marketing the region continues under the new brand.
	2.8.10	Attract events to the region through the Event Sponsorship program.	Completed	100%	Ongoing. Working towards future events in Corowa. Other funding was received to support events including at Balldale and Morundah.
Enhance retail.	2.9.1	Undertake streetscape improvements to make towns and villages more attractive for visitors.	Progressing	60%	The Memorial Plaza in Sanger Street Corowa was upgraded in the reporting year. Additional work to continue the Sanger St upgrade occurred in the reporting year, with more to occur across 21/22, including seating, removal of excessive numbers of bins and tree works.
	2.9.2	Support industry to address lost retail expenditure from the local area to nearby centres.	Completed	100%	Ongoing. Supported the Corowa Business Chamber in their Shop Local TV advertising campaign.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support business development.	2.10.1	Advocate for business development grants program.	Completed	100%	Advocacy to the State Government for further business development grants has continued. State and Federal Government Business funding was directed to Covid-19 relief payments.
	2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes.	Completed	100%	Ongoing. Discussions with both the Corowa and Northside Business Chambers continue. Corowa Business Chamber meetings were held also to identify support through the development of the Economic Development Strategy.



Natural Federation

Outcome:

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

Natural Federation

Sustainable rural landscapes and waterways offering tranquillity 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).	Completed	100%	The levels of service are implemented through maintenance schedules to all Presentation and Recreation areas.
	3.1.2	Finalise Mulwala Purtle Park All Abilities Playground.	Completed	100%	Project delivered in the reporting period and attracting large visitation and strong community support and pride in the project.
	3.1.3	Implement targeted weed management program across the LGA.	Completed	100%	Weed spaying/management occurs according to agreed Weed Action Plan and funding allocations.
	3.1.4	Continue to implement new Biosecurity Act changes	Completed	100%	Ongoing to ensure Councils processes reflect required legislation.
	3.1.5	Work with Landcare and Local Land Services for weed management and bush regeneration.	Completed	100%	Council continued to partner with Corowa District Landcare and Murray Local Land Services on a range of projects.
	3.1.6	Implement Building Management program.	Completed	100%	Buildings have been adequately managed and maintained throughout the year. Council received assistance via various volunteer for some facilities such as Country Halls, via Section 355 committees.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
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	90%	The Masterplan for Lonsdale Reserve Mulwala has been completed and substantial upgrade works have occurred over this reporting period and the one prior. A revised Masterplan for Lowe Square Howlong is underway for finalisation in 21/22.
	3.2.2	Implement Street Cleaning Services.	Completed	100%	Program continues to be implemented.
	3.2.3	Implement road side vegetation management, verge slashing and reserve mowing.	Completed	100%	This occurs to a high standard in the urban areas of towns and villages and Council also has a rural roads slashing program, and this is important for fire safety and visibility also such as at intersections, after strong seasons of road reserve vegetation growth.
	3.2.4	Implement and monitor local litter laws.	Completed	100%	Council has limited resources in this area.
	3.2.5	Develop a Tree Management Strategy to respond to a changing climate.	Not Progressing	0%	Further consider in 21/22.
	3.2.6	Provide environmental health, biosecurity, animal management and compliance services.	Completed	100%	Services provided to high standard within available resources.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure attractive and vibrant public spaces.	3.2.7	Ensure Long Term planning includes strategies to maintain attractive and vibrant public spaces that consider community place-making initiatives.	Completed	100%	Ongoing. Council works to ensure private developments include suitable public spaces. Council also in the reporting period finalised the Corowa Foreshore Structure Plan and Morris Park South Corowa Masterplan. This resulted in a \$2.6M grant being obtained from the State Government, to be rolled out in 21/22 and 22/23. Council also plans to work further on the Urana JM Smith Nature Reserve and Aquatic Centre area, as well as Kyffins Reserve Mulwala and Memorial Park/Cross Street Reserve Howlong.
	3.2.8	Provide Tree Management Services.	Completed	100%	Health assessments, safety/arborists reports in some high risk areas, and removal and plantings are ongoing.
	3.2.9	Development of a Tree Register.	Not Progressing	0%	This action remains to be addressed and will form part of the Recreation Asset Management plan.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
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.	Completed	100%	Planning Controls are largely covered by state and federal authorities. A new Corowa Foreshore Structure plan was developed in this reporting period and has already gained a \$2.6M State Government grant to provide walkways and other upgrades to further activate the Murray River in Corowa. The draft Urana Aquatic Centre and JM Smith reserve Masterplan has also been completed and will be considered across 21/22, whilst planning will continue for Kyffins Reserve Mulwala, and Memorial Park/Cross Street Reserve Howlong.
	3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	Not Progressing	0%	No projects were funded in the reporting period.
	3.3.3	Update plans, develop a funding strategy and implement Mulwala Foreshore Masterplan, Howlong foreshore upgrades and Corowa foreshore upgrades.	Progressing	35%	A new Corowa Foreshore Structure plan was developed in this reporting period and has already gained a \$2.6M State Government grant to provide walkways and other upgrades to further activate the Murray River in Corowa. The draft Urana Aquatic Centre and JM Smith reserve Masterplan has also been completed and will be considered across 21/22, whilst planning will continue for Kyffins Reserve Mulwala, and Memorial Park/Cross Street Reserve Howlong.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation.	Completed	100%	Council partnered with Corowa District Landcare on several initiatives that supported flora and fauna conservation.
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.	Completed	100%	A partnership to develop seed production sites is underway, whilst workshops to encourage local conservation and sustainable farming are ongoing.



Social Federation

Outcome:

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

Social Federation

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.	Completed	100%	Ongoing. Discussions were held with Murrumbidgee Health to support long term staff retention strategies.
	4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Completed	100%	Revised PAMP completed.
	4.1.3	Continue to engage with older residents when considering the long term planning of our social needs.	Completed	100%	The Ageing Well Committee continues to meet monthly with council staff and delegated Councillor to provide advice and support to Federation Council regarding issues affecting the lives of older people in the Federation Council.
	4.1.4	Implement the actions within the Ageing Well Strategy.	Completed	100%	The Community Development team continues to work with the Ageing Well Advisory Committee to deliver actions from the Ageing Well Strategy 2018-2022.
	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Completed	100%	The 2021 Festival of Fun for Seniors was completed in April with 500 senior residents attending one of the four senior's events across the Federation Council area.
	4.1.6	Finalise purchase of Billabidgee Aged Care Units.	Progressing	80%	State government has approved the purchase. Legal requirements continue to be progressed with a final purchase expected by Dec 2021.

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.	Completed	100%	Community Services staff have attended meetings of health stakeholders where relevant.
	4.2.2	Advocate for health services that meet the needs of the community.	Progressing	90%	Ongoing discussion with local community regarding improved medical services and establishment of NDIS services locally. Discussions with Health Department regarding ongoing collaboration.
	4.2.3	Identify possible locations to supply health services - identify sites and cost estimates.	Progressing	100%	Ongoing. Medical services are being supported in Howlong and Urana, and soon to open a Council owned Medical Centre in Oaklands.
	4.2.4	Support Interagency meetings.	Completed	100%	Council hosted four Federation Interagency meetings over the last twelve months. Attendees can attend in person in Corowa and Urana alternatively or remotely. The meetings are well attended.
	4.2.5	Work with Community Transport Services to improve access to health care.	Completed	100%	Ongoing. Support provided to Regional Bus Transport service which will commence a pilot in 2021 for Corowa and Howlong to Albury and return.
	4.2.6	Facilitate opportunities to attract and retain General Practitioners (GP) to rural towns.	Completed	100%	Ongoing. Council continues to support a GP to provide services to Urana and Oaklands, and also leases a Council facility to a GP at Howlong.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support young people.	4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	Completed	100%	The Federation Youth Council continues to meet monthly with council staff to provide advice and support to Federation Council regarding issues affecting the lives of young people in the Federation Council area.
	4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	Completed	100%	The Federation Youth Council with the support of council delivered the Youth Fest in 2021, which included four events across the Federation Council including a photography workshop in Corowa, Colour Run event in Mulwala, Come and Try Sports Day in Oaklands and a Learn to Skate workshop in Howlong.
	4.3.3	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	Completed	100%	Council continues to update the directory listing youth and mental health focused service providers.
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Progressing	10%	Council continues to work towards implementing community art projects in schools. Due to COVID 19 social distancing requirements no art projects in schools has been allowed.
	4.4.2	Advocate and support the sustainability of our schools.	Completed	100%	Ongoing as required. Savernake Public School went into recess in 2021. Support is also provided via information provided to schools to assist in justification for improved resourcing.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support access to quality education.	4.4.3	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	Completed	100%	COVID 19 social distancing requirements in schools has restricted face to face activities. Council continues to partner with schools to deliver opportunities for students to participate in activities such as the Oaklands Central School Come and Try Sports event as part of 2021 Youth Week.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Completed	100%	The Federation Drug Action Team has been established and meet monthly. A Community Think Tank is planned for July 2021 to identify existing the drug and alcohol services within the Council area, and identify needs and challenges. The committee was successful in becoming a Local Area Drug Action Team. This National program is focused on primary prevention and has funding attached that will allow us to undertake some effective and sustainable projects and programs.
	4.5.2	Support agencies to provide Drug and Alcohol information and education.	Completed	100%	Council supported a Drug Education program at Corowa High School. Council supported local agencies to provide information via Interagency Meetings, council created directories and information sharing.
	4.5.3	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Completed	100%	Ongoing as opportunities arise. To be reflected in the Community Drug Action Team Action Plan.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide sport and recreational opportunities.	4.6.1	Provide Community Facilities Services.	Completed	100%	Council continued to provide many Community facilities. Provision of facilities to the community were to a minor extent, disrupted during COVID-19 lockdowns and restrictions however they have now been reopened to the public and are operational.
	4.6.2	Finalise the Community Facilities Strategy.	Not Progressing	0%	Consider in 21/22 as part of Asset Management plan for facilities.
	4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Completed	100%	Council continues to provide information to sporting clubs on Council grants, external grants and funding information, and community sports related information.
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops.	Completed	100%	A community grant workshop was held in May 2021 with sporting and other clubs attending.
Support childcare and family services.	4.7.1	Support the communication and distribution of the Family and Children's Services Directory.	Completed	100%	Council continues to communicate and distribute the Family & Children's Service Directory both hard copy and online through its networks. A hard copy will be included in the New Resident Packs.
	4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	Completed	100%	A new second vehicle and trailer has been secured in this reporting period to support a more flexible deliver model for the service, and this is proving very successful. Council is awaiting the Department of Education to release a new funding model which will determine the service support that can be offered.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support childcare and family services.	4.7.3	Deliver the mobile preschool service in five LGA locations.	Completed	100%	Mobile Preschool continues to operate to a high standard across 5 locations in the Council area.
	4.7.4	Undertake playground upgrades included in the Capital Works Program.	Completed	100%	Major works were again delivered in this reporting period.
Encourage community pride and spirit.	4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	Completed	100%	All grant rounds for 2020/21 were completed with over \$60k committed.
	4.8.2	Continue to deliver Council run events where possible.	Completed	100%	Council has delivered a number of community events in 2021 including - Australia Day Awards and Community Celebration in Urana; Youth Fest in Howlong, Corowa, Mulwala and Oaklands; Festival of Fun for Seniors in Mulwala, Howlong, Morundah and Savernake; Volunteer Celebration in Mulwala; Openings of the Corowa Aquatic Centre, Mulwala All Abilities Playground, and the launch of the Last Train to Boree Tim Fischer Memorial Sculpture.
	4.8.3	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Completed	100%	Support provided through grant education for community groups and application support along with finalisation of new residents information pack.

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.	Completed	100%	The New Residents Books have been updated and packs are being prepared for circulation. Distribution will be via council offices, the Corowa Visitor Information Centre and agreeable real estate agencies.
	4.8.5	Continue to promote and encourage use of the free online community directory.	Completed	100%	Council continues to promote and encourage the use of the online community directory.
	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Completed	100%	The annual Volunteer Celebration was held at the Yarrowonga Mulwala Golf Resort for Friday June 18. Volunteers from across the council attended the complimentary lunch and listened to Chief Inspector Robert Fitzgerald, Blacktown Police Command.
	4.8.7	Facilitate volunteer coordination and support.	Completed	100%	Council continues to coordinate and support volunteers including advisory committees and 355 committees of council.
	4.8.8	Attract and facilitate new events to the area.	Completed	100%	Council continues to offer the Community Grants to support new events to the area. As well as supporting event organisers to meet Council requirements and legal compliance when hosting events on Council owned or managed land.

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	60%	Works are progressing on this project with the project varied to not install the actual café, but a slab and services to accommodate a wider variety of 'pop up' style businesses on demand. This installation will also be replicated at Mulwala and Urana by the water to cater for events at these sites.
	4.8.10	Deliver Cemetery Management Services.	Completed	100%	Services delivered.
Ensure community safety.	4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	Progressing	80%	A Community Drug Action Team forum was held with an action plan to be created.
	4.9.2	Implement the Road Safety Program.	Completed	100%	Completed for this reporting period.
	4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Completed	100%	This service continues to support an increasing number of requests and transactions and is delivered to an especially high standard. The service has been particularly high demand since the border regulations placed by the NSW and Victorian State Governments in response to Covid-19.
Celebrate the area's rich culture and heritage.	4.10.1	Continue to facilitate an "arts alliance" network through meetings and partnerships.	Completed	100%	Council continues to meet and engage monthly with the Federation Arts and Cultural Advisory Committee.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Completed	100%	Council continues to develop and deliver arts and cultural initiatives that are accessible and inclusive across the Council area. As well as support local artist and community groups to run their own programs via the community grants program.
	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Completed	100%	Council continues to consider opportunities for public art in the Federation Council including "Last Train from Boree" as a tribute to the late Tim Fischer in Boree Creek and the interactive mural by Kade Fielder done as part of the Memorial Plaza upgrade in Corowa.
	4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	Completed	100%	An event was held in conjunction with the Corowa Library.
	4.10.5	Support local artists and galleries to foster a creative community.	Completed	100%	Council continues to support local artists and galleries via their membership with Murray Arts, Arts and Cultural Advisory Committee, community grants, tourism initiatives, and engaging of local artists to commission works for Council where possible.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Completed	100%	Council continues to consider opportunities for Arts Trail development. Council recently launched the Shearing of the Ram Trail. A public arts register is underway to assist in the development of art trails focused on murals, sculptures and the work of Andrew Whitehead.
	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Completed	100%	Council will offer the Corowa Art Space as a public hire space encouraging local artists, schools, community groups and organisations to host exhibitions. Council and Corowa Landcare Corowa has hosted the Federation Museum's Indigenous artefact collection, Wiradjuri storytelling and artwork event in the space. The Art of Ageing travelling exhibition, an initiative of the NSW Government is booked for September 2021 and will travel to 45 sites across NSW.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.8	Continue to progress Councils Friendship Agreement with Miki City.	Completed	100%	Council has continued to maintain a friendship with Miki City during COVID -19 via emails, letters and gift giving with both cities committed to maintaining ongoing communications and build on their special 23-year relationship. Council received a video from Miki city students showcasing key attractions in Miki City and were gifted copies of 'The story of the Miki Gimin' produced by Miki International which promotes the history of Miki to young people and to its International sister cities. Council sent to Miki City a copy of an Australian Flora and Fauna book, boomerangs made by the Bangerang Community Centre and messages from our local students and Miki City Advisory Committee members.
	4.10.9	Ensure long term planning strategies include further development of the Federation Museum.	Completed	100%	Meetings and communication ongoing. Future meetings to determine approach to building expansion project.
	4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	Completed	100%	Council continues to support people to record and promote the history of the LGA through history guides, online listings and the official North of the Murray visitor guide.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
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.	Completed	100%	Council continues to engage and communicate with local historical associations and volunteer groups. Council's Community Grants program supported heritage focused ideas and activities.
	4.10.12	Investigate any interest from Melbourne based councils with a view of forming a sister city relationship.	Not Due To Start	0%	Covid-19 prevented commencement. Further consider in 2021/22.
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Completed	100%	Disability Inclusion Action Plan (DIAP) implementation and monitoring occurred. New DIAP being progressed.
	4.11.2	Facilitate and support the Disability Access Committee.	Completed	100%	Council continues to meet monthly with the Federation Disability Advisory Committee.
	4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	Completed	100%	Ongoing and to be further considered in line with Growth Strategy in 21/22 and 22/23. Rand and Morundah are examples of two small villages that have active Town Plans developed by the community.
	4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	Progressing	90%	Ongoing as part of the Disability Action Plan and Advisory Committee outcomes.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
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.	Completed	100%	Services remain ongoing with new services offered during COVID19 closure periods.
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to smaller communities.	Completed	100%	Mobile service was provided across all communities during 2021.
	4.12.3	Deliver school holiday programs across the council area.	Completed	100%	Programs have and continue to be offered across all school holiday periods.
	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Completed	100%	Council have offered a range of learning programs over the year.
	4.12.5	Provide a free delivery service to housebound library patrons.	Completed	100%	Services offered throughout the year.
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Completed	100%	Story time has been offered throughout the year.
	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Completed	100%	Provided throughout the year.
	4.12.8	Encourage library membership by promoting the range of services available.	Completed	100%	Library services promoted via staff and through media.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide library services and programs accessible to all residents and visitors.	4.12.9	Facilitate some interactive programs for young people.	Completed	100%	Programs such as NAIDOC week have been planned.
	4.12.10	Facilitate the provision of online cemetery records.	Completed	100%	Service provided.



Well-Governed Federation

Outcome:

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

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	Finalise rate harmonisation project, and implement recommendations to be effective 1 July 2021.	Completed	100%	<p>A range of options for a common Federation Council rating structure were considered through 2020/21. The options were modelled across the ratepayer base and models were assessed to ensure alignment with the Local Government Act and the NSW Rating Principles. Community information sessions were conducted at six locations across the Council area in May 2021. Three options were summarised into a flier which was mailed to all Federation Council properties for feedback and was promoted through the Council website and social media and the local media.</p> <p>The Rates Advisory Committee was established in early 2021 to assist with the rates harmonisation process. Three meetings were conducted in 2020/21 and input was obtained for models, possible rating options, and understanding of the impact on ratepayers across the area and in different rating categories.</p> <p>A report recommending a common rating structure will be presented to the July 2021 meeting of Council for implementation from July 2021.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	Progressing	20%	The Rates Harmonisation project is to be completed in July 2021 for implementation in 20/21, and now the service delivery reviews will be considered in 21/22 with the new Council elected, but it is likely that a review of the entire Council services is not likely to be commenced until 22/23, after the new Council has adopted the renewed Community Strategic Plan to take effect from July 2022. This will be considered in line with Councils Special Rate Variation application as proposed in the current Long Term Financial Plan.
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.	Completed	100%	Considerable engagement has occurred with NSW Cross Border Commissioner and the Victorian Cross Border Commissioner during 2020/21. 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.	Completed	100%	The strategies completed or to a draft state, in this reporting period, including Tourism, Waste Management, Roads and Drainage and Economic Development for example, consider the opportunities, challenges and current practices of adjoining Council areas where possible. Future service reviews will also be considerate of adjoining Council areas and issues.

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.	Completed	100%	Council continues to actively pursue grants of priority and strategic importance with great success. More than 15 applications have been submitted this quarter. Across the year there has been major success including in Fixing Local Roads Grants, Community Drug Action Team (CDAT) grants, Crown Reserve Improvement Fund (\$1.85 million) and Corowa Saleyards Upgrade (\$9.2 million) to name a few.
	5.2.4	Deliver major projects as funded by the Stronger Communities Program	Completed	100%	All major projects have been delivered.
	5.2.5	Deliver projects as funded by the Stronger Country Communities Program	Progressing	95%	Most projects have been finalised under the Stronger Country Communities Round 2, and the remaining ones will be completed in 21/22.
	5.2.6	Deliver projects funded by the Regional Growth Fund	Progressing	50%	Physical works commenced on Corowa Mulwala bicycle trail.
	5.2.7	Report on ongoing service provision and expenditure by area.	Progressing	40%	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.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.1	Implement Long Term Financial Plan.	Completed	100%	The Long Term Financial Plan (LTFP) 2020-2030 and associated financial improvement strategy were advanced in 2021/21. Updates were made to the LTFP as circumstances changed through the year (for example, grant funding success for the upgrade of the Corowa Saleyards and when more detailed understanding was obtained of the ratepayer impact of the proposed Special Rate Variation for the Corowa Aquatic Centre).
	5.3.2	Review and re-develop Long Term Financial Plan, and Delivery Program and Operational Plan budgets, and ensure consistency with Operational Plan Actions.	Completed	100%	New Long Term Financial Plan that supports the updated Delivery Program and new Operational Plan adopted in May 2021.
	5.3.3	Demonstrate appropriate, effective and efficient financial services.	Completed	100%	Monthly & Quarter review of financial services are being completed.
	5.3.4	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Completed	100%	Council continued to increase its focus on procurement including a new policy that encourages a more shop local approach.
	5.3.5	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Progressing	20%	Further consider in next round of service reviews and updated Business Plans.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.6	Provide Councillor Support Services.	Completed	100%	Council provides support to Councillors as per the Provision of Facilities and Payment of Expenses for Councillors. COVID-19 has meant there has been a far less amount of face to face external training/conferences provided/attended. This has been substituted by increasing range of in-house training at Councillor Workshops on areas including Code of Conduct, and Fraud and Corruption.
	5.3.7	Council meeting agendas and minutes distributed and available in accordance with Council's Code of Meeting Practice.	Completed	100%	Requirements met, and the addition of the new agenda management software in 21/22 will further streamline and expedite this process.
	5.3.8	Policy framework implemented	Completed	100%	Ongoing action.
	5.3.9	Ensure a proactive approach to the release of information where possible.	Completed	100%	Service provided, Agency Information Guide (AIG) reviewed and records required under Open Access reviewed. Information Privacy Commissioner consulted as part of review. New forms developed to support new requirements for request for Development Application records pre and post 1 July 2010. New AIG On website and circulated to all staff.
	5.3.10	Implement Councils internal audit program.	Completed	100%	Service delivered - ongoing. New internal auditors appointed with the new internal audit forward plan under development.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.11	Review and implement Councils Privacy Management Plan.	Progressing	25%	Further work to be done to address this 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.
	5.3.12	Manage Councils insurance claims in a cost effective manner and in accordance with customer service charter.	Completed	100%	Managed in a very satisfactory manner.
	5.3.13	Complete review of delegations in line with organisational changes and ensure delegations process is integrated with existing recruitment and training policies and guidelines.	Progressing	60%	Updates to individual delegations made as required. Review of Delegations from GM to staff policy was undertaken with updated delegations adopted on 21/4/20. Delegations from Council to GM and Council to Mayor will be reviewed early in the next term of Council.
	5.3.14	Implement framework for supporting compliance with all council committees.	Progressing	40%	Analysis of compliance gaps being undertaken to assist reporting and highlight key areas of risk.
	5.3.15	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.	Completed	100%	Councillors were offered and participated in a range of mainly online and in-house training across this year, with external training limited due to COVID-19. Councillors did where possible still attend other forums and events such as the Australian Local Government Association National Conference, the Murray Darling Association National Conference, the IPWEA Roads Congress, and others.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.16	Provide Council Records Services.	Completed	100%	Services provided.
	5.3.17	Implement long-term strategy for creating, registering and disposing of hardcopy and electronic records.	Progressing	10%	For further progression in 21/22.
	5.3.18	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Completed	100%	Services provided.
	5.3.19	Continue implementation of Record Management Review and IT Services Review actions.	Completed	100%	Ongoing for several more years, and all action from this reporting period have been met.
	5.3.20	Consult with key stakeholders to ensure compliance with Crown Lands Act.	Completed	100%	Ongoing in discussions regarding Land Management Plans and leasing / licensing discussions.
Ensure extensive communication and consultation with residents.	5.4.1	Maintain Council online presence via digital channels.	Completed	100%	Continually improving Council's digital presence. Council's data on its increased presence on social media, including through the new North of the Murray Tourism Brand and Platform, along with the new Corowa Aquatic Centre channels, is trending positively and strongly.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.2	Implement and maintain Councils Customer Service Charter.	Progressing	80%	Council deals with a high number of customer requests and has introduced a new system to better manage these. Some still fall outside the charter response timelines mostly due to staff work volumes.
	5.4.3	Implement Council's Community Engagement Strategy.	Completed	100%	Strategy implemented and communication/engagement sub-strategies and plans are developed as need arises, for more specific projects. There were many of these specific campaigns developed across the reporting period including on the Special Rate Variation that was successful, the new Corowa Aquatic Centre, the Rates Harmonisation Project, and the annual draft Operational Plan/Budget engagement.
	5.4.4	Implement Council's Corporate Communications Strategy.	Completed	100%	Strategy Implemented - annual action plan development underway for service areas.
	5.4.5	Implement internal communications and engagement policy.	Completed	100%	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 pieces occur including fortnightly Councillor and Staff General Manager updates along with Continuity Management Team, Consultative Committee, Work Health and Safety, General Manager Update and Leadership Meetings. Manex minutes are also circulated to all staff.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.6	Use Council's visual identity consistently in all public facing communications.	Completed	100%	Council's branding assets are consistently used and accurate usage monitored in public facing communication and campaigns.
	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Completed	100%	A vast array of media opportunities are captured, and updated photos and other content has been completed particularly in the tourism and other business marketing areas. Communication and Engagement plans developed to support tourism offer and assets, as well as the new North of the Murray brand developed for the Federation Council region.
	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	50%	Continuing across 21/22.
Ensure quality customer service.	5.5.1	Implement two yearly customer satisfaction surveys to understand strengths and areas for improvement.	Completed	100%	The last Community Satisfaction Survey was completed in the last half of 2020 and reported to the November 2020 Council meeting. This showed solid results and any areas for improvement are reviewed as part of service reviews.
	5.5.2	Promote and maintain a user-friendly customer request system.	Completed	100%	Council allows customers a wide range of ways in which they can lodge a request, to ensure our processes cover peoples 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.	Completed	100%	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.	Completed	100%	The limited mobility lift for the Corowa Civic Centre was commissioned in early 2021, and is now operational.
	5.5.5	Provide public access to cemetery information and process transactions through Authority.	Progressing	50%	Further progress in 21/22.
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%	The systems and processes are continually being developed and implemented to support the efficiencies required within the business model for continuous improvement. Ongoing training mentoring and continued culture improvements to share information and become more consistent in documentation is required across 21/22, to fully achieve this outcome. A Work Health and Safety Officer is being recruited in 21/22 and this should assist to continue to develop this area.
	5.6.2	Implement the Workforce Strategic Plan 2018-2021.	Not Progressing	0%	This action has not been able to be progressed. It will be prioritised for 2021/22.
	5.6.3	Continue to implement staff performance reporting.	Progressing	80%	Council has implemented a new system of administering and recording annual performance reviews. Council also has procedures/templates in place that have been improved to monitor staff on performance management plans.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.4	Maintain IT and technical support for Council.	Completed	100%	Services delivered to a high standard and especially in light of challenges posed by Covid-19.
	5.6.5	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Completed	100%	IT continue to place a great focus on cyber security and staff training is targeted in this high risk area.
	5.6.6	Review security of Council assets, people and property.	Completed	100%	Activities continue around the security of Council's assets. Matters progressed include: introduction of regular reporting of WHS indicators and regular WHS training, reformation of the WHS Committee, implementation of CCTV security for the Corowa Council administration building, Corowa Aquatic Centre and some public areas, and implementation of further measures to increase the security of Council's information systems.
	5.6.7	Ensure staff are engaged with and update staff intranet.	Completed	100%	The Staff Intranet engagement continues to grow substantially. Analytic reporting 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.
	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%	Liaison with schools continues in regards to employment and training opportunities when they arise. Council uses multiple platforms to provide the best coverage for recruitment and training services.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.9	Conduct careers days and volunteer's days in collaboration with school and local institutions.	Progressing	70%	The careers day was postponed due to Covid-19. Liaison with schools continues in regards to careers at Council.
	5.6.10	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	75%	Continuing to implement risk management action plan projects and improvements.
	5.6.11	Provide Risk and Compliance Services.	Completed	100%	Covid-19 and the significant risks to business continuity placed a great deal of work onto the risk area, however Council maintains a strong framework to manage the risk, whilst also continuing with day to day work in this critical area.
	5.6.12	Support Council Mapping Systems across the organisation.	Completed	100%	Services provided.
Effective asset management.	5.7.1	Develop and implement Asset Management Plans.	Progressing	40%	The draft Transport Asset Management Plan has been developed and requires review and then presentation to Council for adoption. Other plans have not been progressed, and now that the Rates Harmonisation project has been completed, a focus in 21/22 will be to finalise the remaining plans.
	5.7.2	Implement recommendations from Asset Management Planning project.	Progressing	20%	This will be further progressed in 21/22. Council have plans to recruit an Asset Management Specialist to lead this work.
	5.7.3	Allocate resources to inspect new assets and report on condition.	Completed	100%	Ongoing. Additional staff have been assigned to this area and are working on gaining better asset data.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Effective asset management.	5.7.4	Complete external asset audits.	Progressing	55%	Underway as part of Long Term Financial and Asset Management program.
	5.7.5	Complete asset, regulatory and works related financial reporting on time.	Progressing	70%	Action plan has been prepared for 20/21.
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Completed	100%	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.	Completed	100%	Support provided as required.