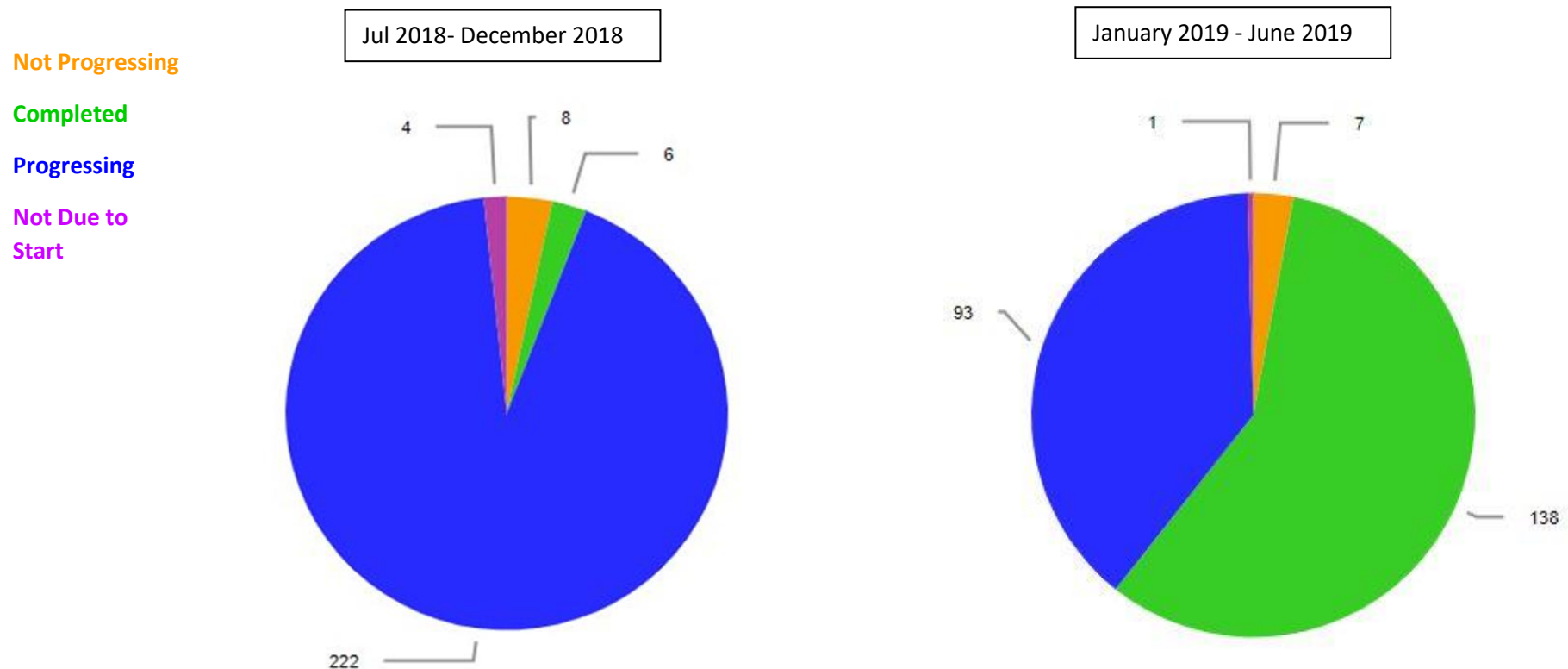


Progress Report Against Delivery Program 2018-2021 and Operational Plan 2018-2019



This progress report forms the final report against Federation Councils Operational Plans January to June 2019 as per the requirements of the *Local Government Act 1993 (s.404)* and will be available for download from Council's website at <https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Reporting>.

Council had a total of 239 actions identified in the Operational Plan for the period Jan 2019 – Jun 2019. The graph below provides a snapshot of all of the actions across the whole of organisation and their status with progress shown for the previous period.





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%	Footpaths and stormwater being maintained and upgraded within available budget allocation.
	1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, urban Sealed Roads, footpaths and bridges.	Progressing	95%	Work in progress - majority of capital works completed for 2018/2019. A small number of projects unable to be completed due to the drought conditions.
	1.1.3	Ensure effective communication to inform the community on works being carried out and impacts on traffic and parking.	Completed	100%	Pre-construction meetings now being undertaken on larger projects. Social media being used as well as letter box drops.
	1.1.4	Commence planning for the revitalisation of Corowa main street (Sanger) project.	Progressing	20%	Draft report on Sanger Street provided.
	1.1.5	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Completed	100%	Ongoing action completed for the current reporting period.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Complete a facilities review to determine maintenance and funding priorities to address community needs.	Progressing	10%	To be completed after Long Term Financial Plan / Asset Management project.
	1.2.2	Construct Corowa Lions Park Boat Ramp and car parks upgrades.	Completed	100%	
	1.2.3	Construct Owens Bridges Reserve and Boat Ramp upgrades.	Completed	100%	

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	Commence construction of the new Corowa Swimming Pool complex.	Progressing	20%	Tenders about to be called for design and construction contract for construction of complex.
	1.2.5	Develop a Recreation Strategy for the Federation Council area, with a prioritised set of actions.	Progressing	5%	Early stages of development. Await findings of Long Term Financial Plan / Asset Management Plan.
	1.2.6	Construction of Howlong and Corowa Skate Parks.	Progressing	60%	Howlong completed and Corowa is in final design stage.
	1.2.7	Ensure Swimming Pool Management Services are delivered.	Completed	100%	Being delivered to all pools except Corowa (no pool currently available to use).
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, water and flood protection services.	Completed	100%	Work completed as per budget allocations.
	1.3.2	Develop a Stormwater Drainage Strategy for Corowa.	Progressing	50%	Strategy completed for South Corowa and the John street area of Corowa.
	1.3.3	Implement a Water & Sewerage maintenance program.	Progressing	75%	
	1.3.4	Develop the Urana Floodplain Management Plan.	Progressing	70%	Review of plans complete. Floodplain Risk Management Plan on track for completion by end of 2019.
	1.3.5	Conduct and monitor asset inspections – water and sewer.	Progressing	50%	

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	Plan major asset replacements. Ensure funding strategy and long term planning includes construction of a Howlong Water Treatment Plant, Mulwala Water Treatment Plant and a new Corowa Sewerage Treatment Plant.	Progressing	40%	Commenced asset management and long term financial planning project to better plan for future asset replacement.
	1.3.7	Develop Systems Capacity Review (Corowa, Howlong and Mulwala).	Progressing	25%	In the process of developing tender to undertake this work.
	1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	Progressing	30%	To be further progressed on completion of Long Term Financial Plan/Asset Management Project.
Work toward utilities that meet the needs of residents and industry.	1.4.1	Explore opportunities for reduced utility cost projects in partnership with community.	Progressing	25%	
	1.4.2	Investigate opportunities to achieve cost savings, innovation and reduce Councils environmental impact through the potential use of alternative energy sources.	Progressing	15%	Progress in 2019/20 in accordance with Council resolution to be carbon neutral by 2025.
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.	Progressing	15%	
	1.5.2	Investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Progressing	15%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward public transport that meets the needs of residents and industry.	1.6.1	Convene a discussion with key stakeholders including State Government Transport.	Progressing	10%	
Work toward public transport that meets the needs of residents and industry.	1.6.2	Implementation of South Corowa Cycleway project.	Progressing	90%	Work nearing completion.
	1.6.3	Review Aerodrome Management Plan and Strategy.	Progressing	20%	Update to CASA provided. Additional works required. Await progression of possible lease.
	1.6.4	Implement Aerodrome Management Services.	Progressing	20%	Update provided to CASA. Additional works required. Await progression of possible lease.
	1.6.5	Investigate opportunities to support the growth of heavy vehicle transportation and ensure there are links with the Regional Transport Strategy.	Progressing	80%	Permits being issued through NHVR Portal – Ongoing.
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Completed	100%	Continued service provided.
	1.7.2	Provide Environmental Health Services.	Completed	100%	New processes implemented and inspections being carried out.
	1.7.3	Provide Development Assessment services.	Completed	100%	Continued service provided.
	1.7.4	Provide Strategic Land Use Planning Services.	Completed	100%	Contract awarded and works commenced on the suite of documents that will inform land use planning in the Council area for next 20 years. Including, strategic planning statement, land use strategy, Local

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
					Environmental Plan and Development control plan.
	1.7.5	Develop Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	25%	Contract awarded and process commenced.
Consistent and appropriate land use planning outcomes.	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Completed	100%	All documentation available on Council website and on the NSW Planning Portal.
	1.7.7	Update Development Contributions Processes and Plan.	Progressing	50%	Draft developer contribution plan under section 7.12 of the EP&A Act 1979 on exhibition. Headworks contribution plan to be developed with the LEP project.
	1.7.8	Undertake Building Inspection Services.	Completed	100%	Continued service provided.
Improve waste management services.	1.8.1	Develop a Waste Management Strategy and ensure alignment of service levels to residents' and industry's needs.	Progressing	20%	
	1.8.2	Identify and implement opportunities to discourage dumping.	Progressing	30%	Working through topic with RAMJO Waste group.
	1.8.3	Investigate and implement opportunities to increase recycling.	Progressing	50%	Working through topic with RAMJO and Halve Waste groups. Education coming from both areas.
	1.8.4	Implement Waste Collection and Recycling Services.	Completed	100%	Working through demand areas and increasing services when required. Targeting tourism hot spots.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.8.5	Effective management of Councils Landfill Operation Services.	Completed	100%	Always looking at ways to improve services and presentation. This area will be addressed once a consultant has been engaged to review our complete operations.
	1.8.6	Ensure Waste Education Program in conjunction with local provider.	Completed	100%	Progressing well with RAMJO waste group and Halve Waste operation.



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	Investigate opportunities and prepare an action plan to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	40%	Planning for business entrepreneur project led by Youth Council. Economic Development Action Plan being implemented.
	2.1.2	Liaise with key stakeholders to develop strategies to achieve higher rates of population and employment growth.	Progressing	70%	Ongoing discussion with key stakeholders are occurring as appropriate regarding confirmation of new business and employment opportunities.
	2.1.3	Identify new residential land opportunities in collaboration with land owners, real estate agents and developers. Investigate a range of incentives to enhance residential development.	Progressing	70%	Discussions held with Developers who have advised of intended lot development.
Support workforce development.	2.2.2	Facilitate training opportunities to support industry development.	Completed	100%	Provided assistance to Corowa Chamber of Commerce with the March 2019 Jobs Expo. Discussion occurring with potential businesses as identified to look for avenues to assist.
Support workforce development.	2.2.3	Work with the business chambers to assist in the development of an annual training schedule for skills gaps in the local workforce.	Progressing	60%	Ongoing support provided to the Chamber to encourage training for members across identified needs.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage affordability.	2.3.1	Complete Rural Residential Land Use Strategy to identify opportunities for increasing the availability of small, affordable land parcels.	Progressing	70%	LEP Review underway.
	2.3.2	Investigate opportunities to incentivise the rental of unoccupied properties.	Progressing	25%	Retail Expenditure review report received. Report currently being reviewed to determine most appropriate course of action.
Support inward investment.	2.4.1	Develop and market an investment prospectus for the entire Council area.	Progressing	10%	
	2.4.2	Lobby other levels of government for increased investment across the entire Council area.	Completed	100%	Ongoing as opportunities arise.
Support entrepreneurship and industrial diversification.	2.5.1	Investigate options to streamline the approval process for new and expanded business applications.	Progressing	45%	NSW Easy to Do Business on line program supported.
	2.5.2	Continue building and engaging with networks by industry sector.	Completed	100%	Ongoing contact made with industry.
	2.5.3	Conduct a Pilot study for local energy audit and explore opportunities for renewable energy projects in partnership with community.	Progressing	20%	Discussion with renewable energy providers ongoing.
Support entrepreneurship and industrial diversification.	2.5.4	Review need for additional industrial land precincts and complete a review of pricing vs demand.	Progressing	50%	Additional lots available in Mulwala and subdivision planned for Howlong. Industrial sales strong. To be reviewed with new LEP.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support entrepreneurship and industrial diversification.	2.5.5	Continue industrial land subdivisions including all aspects of roads, sewers and utilities for Mulwala and Howlong.	Progressing	60%	Mulwala completed. Liaison with industrial estate project manager is ongoing in respect of required infrastructure for Howlong.
Support a collaborative regional approach to economic development.	2.6.1	Facilitate local business support services.	Completed	100%	Support to business as identified, required and or requested.
	2.6.2	Improve industry capacity through sector network clustering.	Progressing	20%	Council identifying cluster opportunities for identified projects.
	2.6.3	Support operation of business chambers.	Completed	100%	Have attended business chamber meetings and provided ongoing advice as needed.
	2.6.4	Consider opportunities to support and encourage innovative industry trials and projects.	Completed	100%	Investigating opportunities as opportunities present.
	2.6.5	Provide support for incoming business/ investment enquiries.	Completed	100%	Addressing needs of businesses as inquiries are made.
	2.6.6	Support and attract microbusinesses to the area.	Not Progressing	0%	No action to date.
	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%	Ongoing. Relationships being built with key NSW Government and regional sector organisations.
	2.6.8	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Completed	100%	Discussion with neighbouring Councils regarding key projects underway.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
					Partnership with Murray Regional Tourism and Destination Riverina Murray.
Support a collaborative regional approach to economic development.	2.6.9	Progress opportunities from the Regional Economic Development Strategy.	Progressing	30%	Expansion of the Mulwala Industrial Estate has been completed. Survey re Yarrawonga Mulwala bridge is complete. Implementation of Mulwala foreshore redevelopment projects either completed or underway.
	2.6.10	Maintain membership with Murray Regional Tourism and actively participate in regional initiatives.	Completed	100%	Membership maintained and participation ongoing.
	2.6.11	Participate in relevant joint organisations.	Completed	100%	Participating on RAMJO committees and their identified projects is ongoing.
Support the agricultural industry.	2.7.1	Actively participate in agribusiness forums.	Completed	100%	Agribusiness forums have been attended e.g. ABARES and Regions Rising conferences.
	2.7.2	Participate in the Murray Regional Tourism 'Farm to Plate' program.	Completed	100%	Development of Farm to Plate Strategy is complete. Local operators are participating in the Murray Farm Gate Trail. Ongoing involvement with the Regional Food Cluster.
	2.7.3	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Progressing	10%	No further progression.
	2.7.4	Provide effective and efficient Saleyard Management and Maintenance Services.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.5	Review the Saleyards Business Plan and consider need and feasibility of future capital works.	Progressing	50%	Report presented to Council in May. Seeking funding for upgrade works. Will be an ongoing project.
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Completed	100%	Ongoing action - Content updated seasonally for 2018/19.
	2.8.2	Complete a review of Visitor Services.	Progressing	70%	Murray Region Tourism Visitors Transformation Project has been completed. Still awaiting State visitor servicing review. Council participated on the steering committee for the MRT project.
	2.8.3	Effectively communicate with tourism stakeholders via the distribution of an electronic newsletter.	Completed	100%	Ongoing. Monthly newsletters.
	2.8.4	Develop and implement a marketing plan in consultation with key stakeholders to promote the Federation Region as a holiday destination choice.	Completed	100%	Project Brief Developed and consultation has occurred. Delivered in Q3 of 2019/20.
	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Murray Region.	Completed	100%	Ongoing. Involvement with MRT, DRM, YMT, Moira Shire and Destination Rutherglen.
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Completed	100%	Identified opportunities are considered in line with Councils Community Strategic Plan and Tourism strategies. Branding strategy planned for 2019/20.

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 Region Destination Management Plan.	Completed	100%	Significant grant funding obtained and grant opportunities pursued through this period.
	2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	Completed	100%	Funding applications have been submitted for key tourism projects
	2.8.9	Develop a Tourism Branding Strategy.	Progressing	50%	Tender has been awarded and will commence July 2019. Due for Completion by October 2019.
	2.8.10	Attract events to the region through the Event Sponsorship program.	Completed	100%	
	2.8.11	Develop a Recreational Vehicle Strategy and development of the Oaklands RV Park.	Progressing	50%	These actions require splitting for next Operational Plan. RV Strategy on hold until new Council tourism Branding project completed, defer until 2019/20. Oaklands RV Park completed.
Enhance retail.	2.9.1	Streetscape improvements to make towns and villages more attractive for visitors.	Not Progressing	10%	Draft report on Sanger Street received.
	2.9.2	Analyse and record lost (escape) retail expenditure from the local area to nearby centres.	Progressing	70%	Report complete.
Support business development.	2.10.1	Support grants program for business development.	Completed	100%	Ongoing.

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.	Completed	100%	Involvement with private business development operators and region business advisory groups is ongoing.



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).	Progressing	75%	Service levels for parks and cemeteries have been set, working through reserve management plans.
	3.1.2	Implement Corowa Bangerang Park Renewal project.	Progressing	30%	Elect & SW work signed up for work.
	3.1.3	Implement Mulwala Purtle Park All Abilities Playground.	Progressing	25%	
	3.1.4	Implement Mulwala Kyffins Reserve Restoration project to develop 2.3km walking track.	Progressing	20%	Design finished procurement underway.
	3.1.5	Implement targeted weed management program across the LGA.	Completed	100%	Ongoing program year to year.
	3.1.6	Implement new Biosecurity Act changes.	Progressing	50%	Working through Weed Action Plan.
	3.1.7	Work with Landcare for weed management and bush regeneration.	Completed	100%	Increased activity with Landcare, for example Whitehead Wetlands and River Street Sloane Froglet plantings.
Ensure attractive and vibrant public spaces.	3.2.1	Update and implement masterplans for Lonsdale Reserve and Lowe Square.	Progressing	70%	
	3.2.2	Implement Street Cleaning Services.	Completed	100%	Street cleaning service implemented.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure attractive and vibrant public spaces.	3.2.3	Implement road side vegetation management, verge slashing and reserve mowing.	Completed	100%	Ongoing with Biosecurity officer and as per schedule.
	3.2.4	Implement and monitor local litter laws.	Completed	100%	Reporting through CRM and RID online.
	3.2.5	Provide Tree Management Services. Development of a Tree Register.	Progressing	40%	
	3.2.6	Provide pest control and animal management / compliance services.	Completed	100%	Ongoing action. Six monthly reports lodged with Companion Animals Register.
Conserve and utilise waterways, and develop their frontages.	3.3.1	Review and update the Mulwala Foreshore Master Plan including further community consultation.	Progressing	15%	
	3.3.2	Work with Office of Water to maintain and repair river banks under Council control.	Progressing	15%	
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation.	Completed	100%	Ongoing action to establish native grasses in areas such as Kyffins Reserve, using cultural methods such as burning and cattle grazing.
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%	Council continues to support Landcare workshops provided for the local community.



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	Engage with relevant stakeholders to assess need for more aged care residences and support a proposal for investment where appropriate.	Completed	100%	Lobbying Federal Member to assist local opportunities for aged care.
	4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Progressing	10%	Plan commenced 17 June 2019.
	4.1.3	Construction of Civic centre lift to improve access for older residents and visitors.	Progressing	50%	On target for completion by end of 2019.
	4.1.4	Implement the "Social Federation" actions within the Ageing Well Strategy.	Progressing	70%	Resources prepared and ready for distribution and distinct projects underway.
	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Completed	100%	Events complete for 2019. Preparing for 2020.
Improve healthcare.	4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Completed	100%	Interagency and other meetings held as required.
	4.2.2	Advocate for health services that meet the needs of the community.	Completed	100%	Council maintains representation on Corowa and Urana Local Health Advisory Committees and undertakes other advocacy work.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve healthcare.	4.2.3	Work with stakeholders to identify possible locations to supply health services - identify sites and cost estimates.	Completed	100%	Council is supporting the establishment of the Oaklands Medical Centre, and supports centres in Howlong and Urana. Also active in support for Urana MPS redevelopment and support for Corowa Hospital.
	4.2.4	Support Interagency meetings.	Completed	100%	Ongoing. Council is host for both Urana and Corowa.
	4.2.5	Work with Community Transport Services to improve access to health care.	Progressing	50%	
	4.2.6	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Completed	100%	Council actively supports General Practitioners across the area.
Support young people.	4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	Completed	100%	Youth Council established and working very well to foster and promote Youth projects and services in the region.
	4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	Completed	100%	Complete. Colour Run undertaken.
	4.3.3	Support the development of a directory with youth focused and mental health services listed.	Completed	100%	Directory established
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Completed	100%	Community Piano and Ping Pong Table complete.
	4.4.2	Advocate and support the sustainability of our schools.	Completed	100%	

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%	Ongoing via local government week, Youth Council, Miki City etc.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Completed	100%	Ongoing. CDAT programs run in schools.
	4.5.2	Support agencies to provide Drug and Alcohol information and education.	Completed	100%	Ongoing via interagency and other programs.
	4.5.3	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Completed	100%	Council has a strong record in supporting seniors, including in Seniors Week, Library programs such as tech savvy seniors, and the Ageing Well Strategy.
Provide sport and recreational opportunities.	4.6.1	Provide Community Facilities Services.	Completed	100%	Council provides Halls, Libraries, Recreational Buildings and Customer Centres across many towns.
	4.6.2	Finalise the Community Facilities Strategy.	Not Progressing	0%	Not able to be resourced at present time.
	4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Completed	100%	Ongoing as required.
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops.	Completed	100%	Support is ongoing as required with broader connections being made.
Support childcare and family services.	4.7.1	Consult with stakeholders to facilitate the review and update of the Family and Children's Services Directory.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support childcare and family services.	4.7.2	Engage with relevant stakeholders to assess need for more a preschool services and support a proposal for investment where appropriate.	Completed	100%	Mobile Preschool services running very successfully and growing, including adding Daysdale as another site for 2019. The Daysdale Hall has been assessed and improvements are being planned to enable preschool to be provided at the site. Commencing 26th July.
	4.7.3	Deliver the mobile preschool service and plan for the implementation of the National Quality Standards.	Completed	100%	Ongoing, Preschool has developed a suite of policies and is continuing to update and review as required. First 22 policies have been developed. Ongoing learning as regulation changes occur for State Regulated Services.
	4.7.4	Undertake playground upgrades included in the Capital Works Program.	Progressing	50%	Large playground upgrade program underway, including Corowa RSL Park, Purtle Park Mulwala and Howlong Skate Park. Bangerang Park Corowa upgrade commenced.
	4.7.5	Development of Mulwala All Abilities Playground.	Progressing	20%	Planning underway and tenders about to be called.
Encourage community pride and spirit.	4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	Completed	100%	Community grants program fully committed and supports a wide range of community events.
	4.8.2	Deliver major community events such as the Festival of Fun.	Not Due To Start	0%	Only doing bi annually. Next event will be 2020.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.3	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Completed	100%	
	4.8.4	Update the new residents pack, circulate and make available online.	Progressing	30%	Investigating options for review.
	4.8.5	Continue to promote and encourage use of the free online community directory.	Progressing	50%	Ongoing.
	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Completed	100%	Complete. Activities held and well attended.
	4.8.7	Explore opportunities to support volunteer efforts in the community.	Completed	100%	Ongoing. New volunteer options publicised.
	4.8.8	Attract and facilitate new events to the area.	Completed	100%	Events sponsorship ongoing.
	4.8.9	Consider development projects that enhance existing foreshore projects.	Progressing	50%	New Foreshore Precinct plan planned for Corowa, Mulwala Boat Ramp and toilet upgrades and Corowa Lions Park projects completed and Memorial Park Howlong Enchanted Hut project completed.
	4.8.10	Deliver Cemetery Management Services.	Completed	100%	
Ensure community safety.	4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	Progressing	5%	Council to discuss with more relevant stakeholders to provide this.
	4.9.2	Implement the Road Safety Program.	Completed	100%	Program completed for 2018-19.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure community safety.	4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Completed	100%	Service NSW continues to reach very high service levels.
Celebrate the area's rich culture and heritage.	4.10.1	Convene a meeting with arts and cultural partners (visual arts, dance, theatre, literature etc.) to explore networking opportunities.	Completed	100%	Culture and Arts Advisory Committee established with membership coverage of existing groups.
	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Progressing	80%	Ongoing. A range of initiatives have been identified and are at various stages of development.
	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Completed	100%	Ongoing. Examples include Enchanted Hut and Community Piano.
	4.10.4	Celebrate NAIDOC Week.	Completed	100%	In partnership with Library Services.
	4.10.5	Support local artists and galleries to foster a creative community.	Completed	100%	Ongoing. Arts and Culture Advisory Committee are supporting existing and new activity.
	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Progressing	60%	Ongoing with Advisory Committee.
	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Progressing	50%	Ongoing. Arts and Culture Committee to develop program.
	4.10.8	Continue to implement Sister City Exchange Program.	Completed	100%	Miki City Complete. Ongoing. Other opportunities being explored.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.9	Investigate opportunities for future development of the Federation Museum.	Progressing	25%	Council visited the site on 25 June 2019 to view the current offering and future plans.
	4.10.10	Explore online opportunities to support the recording and promotion of the history of the LGA.	Progressing	30%	Support being provided to community groups as needed.
	4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	Completed	100%	Ongoing via grant funding.
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%	
	4.11.2	Facilitate and support the Disability Access Committee.	Completed	100%	
	4.11.3	Conduct a review of the Community Action Plans.	Not Progressing	0%	
	4.11.4	Complete the Community Access Survey.	Completed	100%	
Provide library services and programs accessible to all residents and visitors.	4.12.1	Maintain libraries in Corowa, Howlong and Mulwala that are vibrant community spaces and provide opportunities for all members of the community.	Completed	100%	Ongoing. A review of hours for Howlong and Mulwala was undertaken. Two new staff appointed.
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to all communities.	Completed	100%	Membership is ongoing facilitating mobile service.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide library services and programs accessible to all residents and visitors.	4.12.3	Deliver school holiday programs across the council area.	Completed	100%	Two holiday programs offered annually at all branches with outreach services to Urana and Oaklands
	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Completed	100%	Provision of Tech Savvy seniors and other key activities (author talks, craft and Ageing Well in Federation Expo).
	4.12.5	Provide a free delivery service to housebound library patrons.	Completed	100%	Services Provided in Corowa by Friends of the Library.
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Completed	100%	School, Preschool and Day Care visits to libraries for holiday programs, storytime sessions and cartooning workshops.
	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Completed	100%	Provide access at all locations. Now have NBN connection which has improved connectivity.
	4.12.8	Encourage library membership by promoting the range of services available.	Completed	100%	Ongoing promotion through library programs, Aging Well Expo and Kinder bags in schools. Also promotion through Council and Riverina Library media channels.
	4.12.9	Facilitate some interactive programs for young people.	Completed	100%	Events held.
	4.12.10	Facilitate the provision of online cemetery records.	Progressing	50%	Ongoing.



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	Complete Council rate review and communicate rates and fees set and calculated.	Not Progressing	0%	Due to commence August 2019.
	5.1.2	Complete service delivery review projects and communicate review outcomes to the community.	Progressing	10%	Planning underway including service mapping, awaiting Long Term Financial Plan, Asset Management and Service mapping, defer until 2019/20.
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%	Engaging through RAMJO and NSW Cross Border Commissioner.
	5.2.2	Ensure Strategies, Business Plans and Service Reviews include assessment of adjoining Council areas and issues.	Completed	100%	Business Plans being prepared are considerate of the wider region.
	5.2.3	Continue to actively seek grant funding for a range of projects across the council area.	Completed	100%	
	5.2.4	Deliver major projects as funded by the Stronger Communities Program.	Progressing	50%	On schedule, refer to Merger Project Implementation plan for further information.
	5.2.5	Deliver projects as funded by the Stronger Country Communities Program.	Progressing	50%	Projects on schedule. Refer to Merger Implementation plan for further details.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.6	Deliver projects funded by the Regional Growth Fund.	Progressing	20%	Projects on schedule to complete all by end 2021, some already completed. Completed ones are Lions Park Boat Ramp Corowa, Owen Bridges Boat Ramp Mulwala. Underway at various stages of scoping, design, approvals and construction are Purtle Park Mulwala, Corowa to Mulwala Trail, Corowa Golf Club Common Path, Kyffins Reserve, Bangerang Park Corowa, Cafe Rowers Park Corowa, Corowa Boardwalk, Digger Loughnan Park Fishing Jetty, Purtle Park Toilet Block, and Bangerang Park Toilets.
	5.2.7	Report on ongoing service provision and expenditure by area.	Progressing	25%	Finance Project underway and additional resources have been arranged. Rates review to inform.
Ensure good governance and administration.	5.3.1	Develop and implement Long Term Financial Plan.	Progressing	5%	Consultants appointed, preliminary work started.
	5.3.2	Review and re-develop Delivery and Operating Plan budgets.	Completed	100%	Budget preparations and Operational Plan underway for 19/20.
	5.3.3	Demonstrate appropriate, effective and efficient financial services.	Completed	100%	Ongoing, Audits supports ongoing improvements.
	5.3.4	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Completed	100%	Procurement Manager appointed to assist with specialist Procurement processes.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.5	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Completed	100%	Business plans being developed are considerate of strategic directions, Service reviews to follow.
Ensure good governance and administration.	5.3.6	Provide Councillor Support Services.	Completed	100%	PD in a Box training program to be finalised for Councillors.
	5.3.7	Council meeting agendas and minutes distributed and available in accordance with legislative requirements.	Completed	100%	
	5.3.8	Policy framework implemented.	Completed	100%	
	5.3.9	Framework for access to information implemented. Proactive approach to the release of information.	Completed	100%	
	5.3.10	Implement Councils internal audit program.	Completed	100%	
	5.3.11	Review and implement Councils privacy management plan.	Progressing	75%	Privacy review carried out with key staff and issues identified. Privacy Management Plan to be reviewed in line with new Privacy Code of Practice from Office of Local Government.
	5.3.12	Manage Councils insurance claims in a cost effective manner and in accordance with customer service charter.	Completed	100%	
	5.3.13	Conduct review of delegations in line with organisational changes.	Progressing	80%	Draft delegations pending final organisational structure to be determined.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.14	Completion of Pecuniary Interest forms provided by Councillors in accordance with legislation.	Completed	100%	
Ensure good governance and administration.	5.3.15	Develop and implement framework for supporting compliance with all council committees.	Progressing	90%	Section 355 Committee guidelines and policy approved. Supporting materials developed for office bearers. Committees participated in review and draft report received for analysis and discussion. Additional needs to be identified for reach committee inclusive of relevant training.
	5.3.16	Provide information to councillors on training and development opportunities.	Completed	100%	Councillors have attended numerous training sessions.
	5.3.17	Provide Council Records Services.	Completed	100%	Ongoing, digitization process underway for Building records.
	5.3.18	Develop a long-term strategy for creating, registering and disposing of hardcopy and electronic records for each business area across all worksites.	Progressing	70%	Completed first 1/3 of a Risk Assessment Matrix, Building records digitization project has taken most of Emily's time, this project will conclude next year.
	5.3.19	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Completed	100%	Yearly training was held in August 2018 and will be held at a similar date in 2019. All new staff with a Content Manager licence have received a 45-min to 1 hour training induction.
	5.3.20	Implement Record Management Review actions in line with Business Plan and funding.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.21	Respond to changes in the Crowns Land Act.	Progressing	20%	Property Officer reviewing this. Program to be developed to ensure compliance, Plans of Management required for Crown Lands under Councils care and control.
Ensure extensive communication and consultation with residents.	5.4.1	Increase Council online presence via digital channels.	Completed	100%	Council's Communications continue to have an increasing and active digital presence across the community. On average per quarter, Council's Corporate website is receiving 21,170 Visits, 54,800 Page Views, 13,960 Users with the average duration per visit of 2 minutes. Council's Corporate Facebook Page now has 1702 likes, which is an increase of 7% over the last quarter. Posts on the page have reached 162,670 people over the last quarter.
	5.4.2	Implement Council's Customer Service Charter.	Completed	100%	Council's communications plan and communication engagement strategy is a main focus. Extensive communications and consultation occurs and Council is always looking to improve and respond with new approaches where feasible.
	5.4.3	Implement Council's Community Engagement Strategy.	Completed	100%	Communication is occurring as per strategy.
	5.4.4	Develop a Council Corporate Communications Strategy.	Completed	100%	Council continues to undertake extensive communication including supporting local papers and newsletters. The development of the Corporate Communications Strategy has started.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.4.5	Develop and implement an internal communications and engagement policy.	Completed	100%	Policy developed and in use.
Ensure extensive communication and consultation with residents.	5.4.6	Use Council's visual identity consistently in all public facing communications.	Completed	100%	Consistent templates and branding are used extensively in all external communications. Council's Brand Tool Kit has been finalised and distributed to all staff and approval process for the use of the brand is being implemented throughout the organisation.
	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Completed	100%	Media are engaged on all major announcements and to showcase Council initiatives including tourism and natural assets. Media releases are regularly written and distributed to radio, print and TV media. Media opportunities and pitches are also organised when required. Council staff have a positive and proactive working relationship with local media.
	5.4.8	Implement the "Well Governed Federation" actions within the Ageing Well Strategy.	Progressing	80%	Community Engagement Action plan being developed.
Ensure quality customer service.	5.5.1	Respond to all customers in a timely and professional manner.	Progressing	80%	Strong focus on managing customer requests within response times.
	5.5.2	Implement a customer satisfaction program to understand strengths and areas for improvement.	Not Progressing	0%	Not commenced, recommend defer until 2019/20 until new organisational structure in place.
	5.5.3	Promote and maintain a user-friendly customer request system.	Completed	100%	Council is currently in the process of upgrading the Customer Request System to the overall

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
					Corporate software system to further improve integration of Councils processes - New system will go Live Dec 2019.
Ensure quality customer service.	5.5.4	Investigate opportunities for expanding functionality of Council's website.	Completed	100%	Website reviews occurring to respond to new trends and opportunities. OpenCities, the subscribed website digital platform that Council uses releases quarterly functionality updates at no cost to Council. Council staff attend annual user group meetings to stay abreast of new functionality developments and enhancements.
	5.5.5	Review the accessibility of customer service centres.	Completed	100%	Information compiled as part of Customer Service Business Plan and the service review to follow.
	5.5.6	Provide public access to cemetery information and process transactions through Authority.	Completed	100%	
	5.5.7	Develop schedule of reviews for key service areas within council.	Not Progressing	0%	Awaiting finalisation of Business plans. Long Term Financial Plan and Asset Management project occurring now will inform service reviews, recommend defer until 2019/20.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Research ways to improve efficiencies and compliance across the organisation in risk and Work Health Safety	Completed	100%	Risk Project Officer in place. Risk Manager appointed commencing March 2019. Risk Management project is underway as one of the Merger funded projects.
	5.6.2	Financial Management Services.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.6.3	Implement payroll services.	Completed	100%	
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.4	Implement the Workforce Strategic Plan 2018-2021.	Progressing	50%	Currently in draft and will be reviewed in line with new structure.
	5.6.5	Review the Council Workforce Management Strategy.	Not Progressing	0%	
	5.6.6	Continue to implement staff performance reporting.	Progressing	90%	
	5.6.7	Review and update IT policies and maintain technical support for Council.	Completed	100%	Ongoing. Technical support is provided on a daily basis.
	5.6.8	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Completed	100%	We have introduced an IT induction for all new staff to familiarise them with new systems. At all interviews IT skills are assessed so that we can gauge what level the employee is at.
	5.6.9	Review security and upgrade Wi-Fi networks.	Completed	100%	
	5.6.10	Launch of a staff intranet	Progressing	95%	Due to go live once the new organisation structure is implemented to ensure that staff profiles reflect the correct reporting structure. This is due to occur end of August 2019. Critical go live content has been completed for HR, Governance, IT, Staff Directory, Document Libraries plus more! Brand has been

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
					developed for the Intranet along with the supporting help desk.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.11	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	Completed	100%	<p>Council has increased its advertising platforms to increase Council's pool of candidates.</p> <p>Council has engaged with the schools in regards to holding an information day about traineeships.</p> <p>Council has engaged various training organisations to help facilitate the training needs of staff.</p> <p>Council has increased its traineeships/apprenticeships positions.</p>
	5.6.12	Conduct careers days and volunteers days in collaboration with school and local institutions.	Progressing	90%	<p>Communication with School in regards to having a presence at their career days, which is not being held until next quarter.</p> <p>Volunteers Induction was implemented with a volunteers day included.</p>
	5.6.13	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	70%	
	5.6.14	Provide Risk and Compliance Services.	Completed	100%	
	5.6.15	Support Council Mapping Systems across the organisation.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Effective asset management.	5.7.1	Review Asset Management Plan.	Progressing	70%	Core asset management data collection progressing and template developed for core plans.
	5.7.2	Review all assets and condition and compile register.	Progressing	90%	
	5.7.3	Ensure all new assets are financially sustainable.	Progressing	70%	Council is progressing its Long Term Financial Plan and renewed Asset Management Plans and asset sustainability will be a key consideration.
	5.7.4	Complete external asset audits (2 per year).	Progressing	75%	Roads and footpaths currently being undertaken.
	5.7.5	Complete asset, regulatory and works related financial reporting on time.	Completed	100%	
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Completed	100%	
	5.8.2	Set service levels for After Hours Emergency Response.	Completed	100%	