



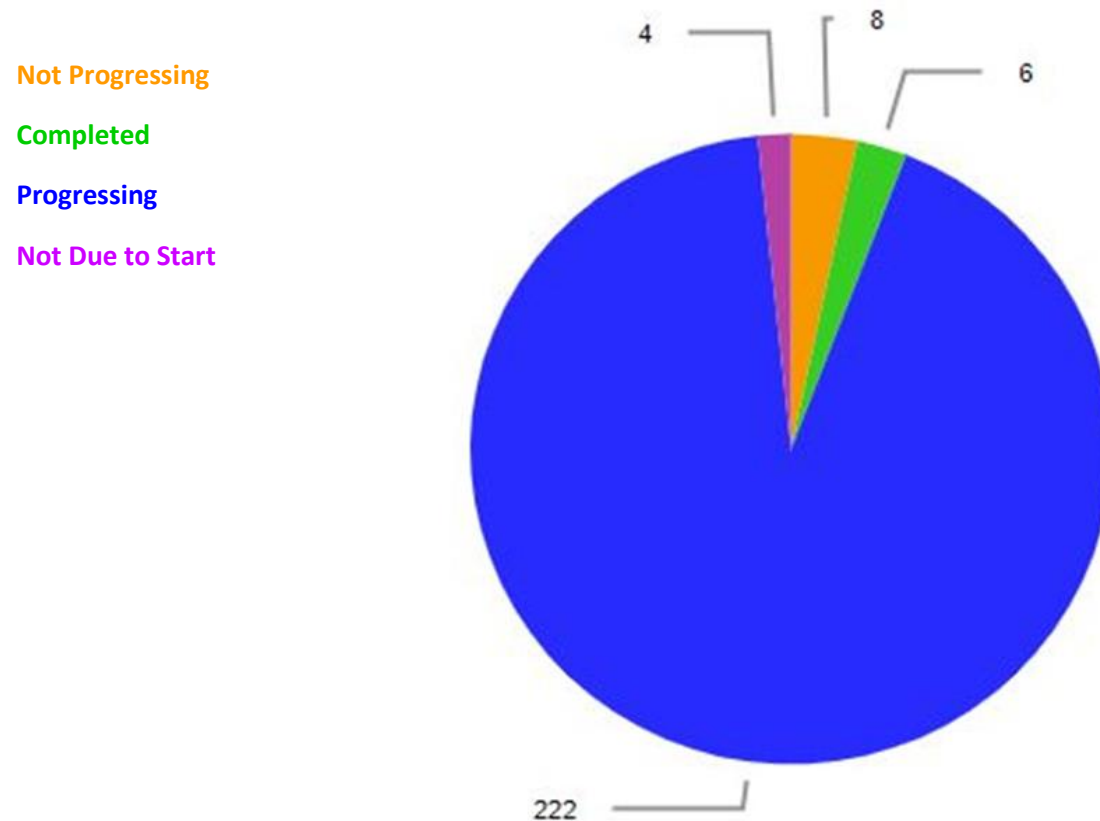
**FEDERATION
COUNCIL**

Progress Report Against Delivery Program



This progress report forms the report for the first six months of Federation Councils Operational Plans July to December 2018 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 240 actions identified in the Operational Plan for the period July 2018 - Dec 2018. The graph below provides a snapshot of all of the actions across the whole of organisation and their status.





Outcome:

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

Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Progressing	40%	Footpaths and stormwater being maintained and upgraded within limited 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	75%	Work in progress - majority of capital works either in progress or completed for 2018/2019
	1.1.3	Ensure effective communication to inform the community on works being carried out and impacts on traffic and parking.	Progressing	60%	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	10%	Project requires scoping and restart, has been delayed due to priority given to other new grant funded projects.
	1.1.5	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Progressing	50%	Ongoing action
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%	
	1.2.2	Construct Corowa Lions Park Boat Ramp and car parks upgrades.	Progressing	70%	
	1.2.3	Construct Owens Bridges Reserve and Boat Ramp upgrades.	Progressing	70%	

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	15%	Request for Quote has been issued for the design stage.
	1.2.5	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Progressing	5%	Early stages of development
	1.2.6	Construction of Howlong and Corowa Skate Parks.	Progressing	50%	Howlong completed and Corowa is in final design stage
	1.2.7	Ensure Swimming Pool Management Services are delivered.	Progressing	50%	Being delivered to all pools except Corowa (currently not in use)
	1.3.1	Implement Capital Works Program for sewerage, water and flood protection services.	Progressing	50%	As per budget allocations
	1.3.2	Develop a Stormwater Drainage Strategy for Corowa.	Progressing	30%	Strategy completed for South Corowa and the John street area of Corowa.
	1.3.3	Implement a Water & Sewerage maintenance program	Progressing	50%	
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.4	Develop the Urana Floodplain Management Plan	Progressing	65%	
	1.3.5	Conduct and monitor asset inspections – water and sewer.	Progressing	25%	
	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	25%	

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.	1.3.7	Develop Systems Capacity Review (Corowa, Howlong and Mulwala).	Progressing	15%	In the process of developing tender to undertake this work.
	1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	Progressing	25%	
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%	
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%	
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%	Will be referred to RAMJO Transport group.
	1.6.2	Implementation of South Corowa Cycleway project.	Progressing	30%	Landholder approvals underway
	1.6.3	Review Aerodrome Management Plan and Strategy.	Progressing	10%	

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	Implement Aerodrome Management Services.	Progressing	10%	
	1.6.5	Investigate opportunities to support the growth of heavy vehicle transportation and ensure there are links with the Regional Transport Strategy	Progressing	45%	Permits being issued through NHVR Portal
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Progressing	50%	ongoing
	1.7.2	Provide Environmental Health Services.	Progressing	50%	New processes implemented and inspections being carried out.
	1.7.3	Provide Development Assessment services.	Progressing	50%	ongoing
	1.7.4	Provide Strategic Land Use Planning Services.	Progressing	50%	
	1.7.5	Develop Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	25%	Tenders currently called for consolidation of the previous councils LEPs
	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Progressing	50%	ongoing
	1.7.7	Update Development Contributions Processes and Plan.	Progressing	25%	Tenders currently called for consolidation of the previous councils LEPs and this project will form part of that.
	1.7.8	Undertake Building Inspection Services.	Progressing	50%	ongoing
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%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve waste management services.	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.	Progressing	50%	Working through demand areas and increasing services when required. Targeting tourism hot spots.
	1.8.5	Effective management of Councils Landfill Operation Services.	Progressing	50%	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.	Progressing	50%	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	30%	
	2.1.2	Liaise with key stakeholders to develop strategies to achieve higher rates of population and employment growth.	Progressing	60%	
	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	50%	
Support workforce development.	2.2.1	Implement the “Economic Federation” actions within the Ageing Well Strategy.	Progressing	40%	
	2.2.2	Facilitate training opportunities to support industry development.	Progressing	40%	Assisting Corowa Chamber of Commerce with March 2019 Jobs Expo.
	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	55%	
Encourage affordability.	2.3.1	Complete Rural Residential Land Use Strategy to identify opportunities for increasing the availability of small, affordable land parcels.	Progressing	25%	LEP Review underway.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage affordability.	2.3.2	Investigate opportunities to incentivise the rental of unoccupied properties.	Progressing	25%	
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.	Progressing	50%	
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
	2.5.2	Continue building and engaging with networks by industry sector.	Progressing	30%	
	2.5.3	Conduct a Pilot study for local energy audit and explore opportunities for renewable energy projects in partnership with community.	Progressing	10%	
	2.5.4	Review need for additional industrial land precincts and complete a review of pricing vs demand.	Progressing	60%	
	2.5.5	Continue industrial land subdivisions including all aspects of roads, sewers and utilities for Mulwala and Howlong.	Progressing	30%	
Support a collaborative regional approach to economic development.	2.6.1	Facilitate local business support services.	Progressing	10%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development.	2.6.2	Improve industry capacity through sector network clustering.	Progressing	20%	
	2.6.3	Support operation of business chambers.	Progressing	60%	
	2.6.4	Consider opportunities to support and encourage innovative industry trials and projects.	Not Due To Start	0%	
	2.6.5	Provide support for incoming business/ investment enquiries.	Progressing	50%	
	2.6.6	Support and attract microbusinesses to the area.	Not Progressing	0%	
	2.6.7	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Progressing	40%	
	2.6.8	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Progressing	25%	
	2.6.9	Progress opportunities from the Regional Economic Development Strategy.	Progressing	55%	
	2.6.10	Maintain membership with Murray Regional Tourism and actively participate in regional initiatives.	Progressing	30%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development.	2.6.11	Participate in relevant joint organisations.	Progressing	50%	
Support the agricultural industry.	2.7.1	Actively participate in agribusiness forums.	Progressing	65%	
	2.7.2	Participate in the Murray Regional Tourism 'Farm to Plate' program.	Progressing	40%	
	2.7.3	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Progressing	10%	
	2.7.4	Provide effective and efficient Saleyard Management and Maintenance Services.	Progressing	20%	
	2.7.5	Review the Saleyards Business Plan and consider need and feasibility of future capital works.	Progressing	30%	
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Progressing	50%	Ongoing action - Content updated seasonally
	2.8.2	Complete a review of Visitor Services.	Progressing	10%	Put on hold pending the Murray Region Tourism Visitors Transformation Project and State visitor servicing reviews.
	2.8.3	Effectively communicate with tourism stakeholders via the distribution of an electronic newsletter.	Progressing	50%	Ongoing. Monthly newsletters

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.4	Develop and implement a marketing plan in consultation with key stakeholders to promote the Federation Region as a holiday destination choice.	Progressing	10%	Project Brief Developed
	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Murray Region.	Progressing	50%	Ongoing
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Progressing	50%	Opportunities are considered in line with Councils Community Strategic Plan
	2.8.7	Advocate for investment in key tourism products, as per the Murray Region Destination Management Plan.	Progressing	50%	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.	Progressing	50%	
	2.8.9	Develop a Tourism Branding Strategy.	Progressing	10%	Project Brief Developed
	2.8.10	Attract events to the region through the Event Sponsorship program.	Progressing	50%	Ongoing
	2.8.11	Develop a Recreational Vehicle Strategy and development of the Oaklands RV Park.	Progressing	20%	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 underway, delayed due to awaiting land transfer of one of the allotments.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Enhance retail.	2.9.1	Streetscape improvements to make towns and villages more attractive for visitors.	Not Progressing	0%	
	2.9.2	Analyse and record lost (escape) retail expenditure from the local area to nearby centres.	Progressing	40%	
Support business development.	2.10.1	Support grants program for business development.	Progressing	60%	
	2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes	Progressing	40%	



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	50%	Service levels for parks and cemeteries have been set, working through reserve management plans. Building understanding of the CP areas
	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.	Progressing	40%	
	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.	Progressing	90%	Ongoing
Ensure attractive and vibrant public spaces.	3.2.1	Update and implement masterplans for Lonsdale Reserve and Lowe Square.	Progressing	30%	
	3.2.2	Implement Street Cleaning Services.	Progressing	50%	Ongoing

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.	Progressing	50%	Ongoing with Biosecurity officer and as per schedule.
	3.2.4	Implement and monitor local litter laws.	Progressing	50%	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.	Progressing	50%	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	Progressing	50%	Working with Landcare and contractors to provide nesting areas for birdlife and sugargliders.
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders	Progressing	50%	Council continue to support Landcare initiatives including Federation Council drought event at Urana, drought workshops, environmental education day and newsletters.



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.	Progressing	20%	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%	
	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 this reporting period.
	4.1.4	Implement the “Social Federation” actions within the Ageing Well Strategy.	Progressing	30%	
	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Progressing	90%	
Improve healthcare.	4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Progressing	10%	
	4.2.2	Advocate for health services that meet the needs of the community.	Progressing	45%	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.	Progressing	50%	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.	Progressing	50%	
	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.	Progressing	50%	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.	Progressing	50%	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.	Progressing	50%	
	4.3.3	Support the development of a directory with youth focused and mental health services listed.	Progressing	20%	
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Progressing	50%	
	4.4.2	Advocate and support the sustainability of our schools.	Progressing	50%	

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.	Progressing	60%	
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Progressing	10%	
	4.5.2	Support agencies to provide Drug and Alcohol information and education.	Progressing	70%	
	4.5.3	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Progressing	45%	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.	Progressing	50%	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.	Progressing	20%	
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops.	Progressing	10%	
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.	Progressing	20%	

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.	Progressing	45%	Mobile Preschool services running very successfully and growing, including adding Daysdale as another site for 2019.
	4.7.3	Deliver the mobile preschool service and plan for the implementation of the National Quality Standards.	Progressing	50%	Ongoing, Preschool has developed a suite of policies and is continuing to update and review as required.
	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. Further to follow.
	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.	Progressing	50%	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.
	4.8.3	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Progressing	40%	
	4.8.4	Update the new residents pack, circulate and make available online.	Progressing	20%	
	4.8.5	Continue to promote and encourage use of the free online community directory.	Progressing	30%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Progressing	50%	
	4.8.7	Explore opportunities to support volunteer efforts in the community.	Progressing	50%	
	4.8.8	Attract and facilitate new events to the area.	Progressing	45%	
	4.8.9	Consider development projects that enhance existing foreshore projects.	Progressing	30%	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.	Progressing	45%	
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.	Progressing	50%	
	4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Progressing	50%	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.	Progressing	50%	
	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Progressing	60%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Progressing	45%	
	4.10.4	Celebrate NAIDOC Week.	Completed	100%	
	4.10.5	Support local artists and galleries to foster a creative community.	Progressing	60%	
	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Progressing	10%	
	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Progressing	50%	
	4.10.8	Continue to implement Sister City Exchange Program.	Completed	100%	
	4.10.9	Investigate opportunities for future development of the Federation Museum.	Progressing	25%	Councils Heritage Advisor and other staff have worked with the committee to assist to progress proposals.
	4.10.10	Explore online opportunities to support the recording and promotion of the history of the LGA.	Progressing	30%	
	4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	Progressing	30%	
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Progressing	30%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work to address disadvantage in all its forms.	4.11.2	Facilitate and support the Disability Access Committee.	Progressing	45%	
	4.11.3	Conduct a review of the Community Action Plans.	Not Progressing	0%	
	4.11.4	Complete the Community Access Survey.	Progressing	50%	
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.	Progressing	50%	
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to all communities.	Progressing	50%	
	4.12.3	Deliver school holiday programs across the council area.	Progressing	50%	
	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Progressing	50%	
	4.12.5	Provide a free delivery service to housebound library patrons.	Progressing	50%	
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Progressing	50%	
	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide library services and programs accessible to all residents and visitors.	4.12.8	Encourage library membership by promoting the range of services available.	Progressing	50%	Ongoing promotion through Council website, Facebook, community newsletters, newspapers, flyers, schools
	4.12.9	Facilitate some interactive programs for young people.	Progressing	50%	
	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 February 2019.
	5.1.2	Complete service delivery review projects and communicate review outcomes to the community.	Not Progressing	0%	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.	Progressing	50%	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.	Progressing	50%	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.	Progressing	50%	
	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	10%	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, 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, 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.
Ensure good governance and administration.	5.3.1	Develop and implement Long Term Financial Plan.	Not Due To Start	0%	Due to commence February 2019.
	5.3.2	Review and re-develop Delivery and Operating Plan budgets.	Progressing	50%	Budget preparations and Operational Plan underway for 19/20.
	5.3.3	Demonstrate appropriate, effective and efficient financial services.	Not Due To Start	0%	Expected to commence April 2019.
	5.3.4	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Progressing	50%	Procurement Manager appointed to assist with specialist Procurement processes.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.5	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Progressing	50%	Business plans being developed are considerate of strategic directions, Service reviews to follow.
	5.3.6	Provide Councillor Support Services.	Progressing	50%	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.	Progressing	50%	
	5.3.8	Policy framework implemented	Progressing	95%	Documentation complete and staff advised. Access to resources to be made easier with intranet launch.
	5.3.9	Framework for access to information implemented. Proactive approach to the release of information.	Completed	100%	Review of Open Access information and Privacy conducted. New GIPA Information Guide published and available on website.
	5.3.10	Implement Councils internal audit program.	Progressing	50%	As per Internal Audit schedule.
	5.3.11	Review and implement Councils privacy management plan.	Progressing	50%	Privacy review carried out. Privacy Management Plan to be reviewed pending release of 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.	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.13	Conduct review of delegations in line with organisational changes.	Progressing	80%	Draft delegations pending final organisational structure to be determined.
	5.3.14	Completion of Pecuniary Interest forms provided by Councillors in accordance with legislation.	Completed	100%	
	5.3.15	Develop and implement framework for supporting compliance with all council committees.	Progressing	50%	Section 355 Committee guidelines and policy approved. Committee review to be completed and TOR to be developed for each committee.
	5.3.16	Provide information to councillors on training and development opportunities.	Progressing	50%	PD in a box training package to be finalised for Councillors. Councillors have also attended numerous training sessions.
	5.3.17	Provide Council Records Services.	Progressing	50%	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	10%	Completed first 1/3 of a Risk Assessment Matrix, Building records digitization project underway.
	5.3.19	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Progressing	90%	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.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.20	Implement Record Management Review actions in line with Business Plan and funding.	Progressing	50%	Ongoing. BCS has been manipulated to reflect nature of project work for Engineering staff. Some of the shared drives have been cleaned up and new structure implemented. Eliminated printing of emails to the general council email address before registration in Content Manager. The volume of record registration continued to increase through the end of 2018. Record Disposal Policy and Procedures were implemented and more systematic destruction of records is occurring. Continued the digital recordkeeping transition with a project to digitise all building records.
	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.	Progressing	50%	Council's Communications continue to have an increasing and active digital presence across the community.
	5.4.2	Implement Council's Customer Service Charter.	Progressing	50%	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.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.3	Implement Council's Community Engagement Strategy.	Progressing	50%	Communication occurring as per strategy.
	5.4.4	Develop a Council Corporate Communications Strategy.	Progressing	45%	Council continues to undertake extensive communication including supporting local papers and newsletters.
	5.4.5	Develop and implement an internal communications and engagement policy.	Progressing	45%	Policy developed and in use.
	5.4.6	Use Council's visual identity consistently in all public facing communications.	Progressing	50%	Consistent templates and branding are used extensively.
	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Progressing	50%	Media are engaged on all major announcements and to showcase tourism and natural assets.
	5.4.8	Implement the "Well Governed Federation" actions within the Ageing Well Strategy.	Progressing	50%	Community Engagement Action plan being developed.
Ensure quality customer service.	5.5.1	Respond to all customers in a timely and professional manner.	Progressing	50%	New customer request system to be implemented to improve managing requests. Council actively encourages public to use the system. Strong focus on managing 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.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.3	Promote and maintain a user-friendly customer request system.	Progressing	30%	Council is currently in the process of upgrading the Customer Request System to the overall Corporate software system to further improve integration of Councils processes.
	5.5.4	Investigate opportunities for expanding functionality of Council's website.	Progressing	50%	Website reviews occurring to respond to new trends and opportunities.
	5.5.5	Review the accessibility of customer service centres.	Progressing	50%	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.	Progressing	50%	
	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	Progressing	50%	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.	Progressing	50%	
	5.6.3	Implement payroll services.	Progressing	50%	

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	Implement the Workforce Strategic Plan 2018-2021.	Progressing	25%	Recruiting occurred to fill major positions including Property, Risk, and Procurement. Advancement also occurred across training and employment of Trainees/Apprentices.
	5.6.5	Review the Council Workforce Management Strategy.	Progressing	25%	To be revised on commencement new Director Organisation Structure.
	5.6.6	Continue to implement staff performance reporting.	Progressing	70%	Currently completing all appraisals for this period
	5.6.7	Review and update IT policies and maintain technical support for Council.	Progressing	50%	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.	Progressing	30%	<p>We have introduced IT induction for new staff to familiarize them with new systems.</p> <p>An IT skills audit was conducted as part of the IT Strategy that was prepared in Nov 2018, this has showed us areas in requiring further training.</p>
	5.6.9	Review security and upgrade Wi-Fi networks.	Completed	100%	
	5.6.10	Launch of a staff intranet	Progressing	50%	Due for completion last quarter. System and framework has been set up, staff consultation occurred. Work group formed is finalising key information to ensure when it is live, it contains effective and up to date information.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.11	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>
	5.6.12	Conduct careers days and volunteer's 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 volunteer's day was included.</p>
	5.6.13	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	25%	Delayed due to awaiting recruitment of Risk Manager, commencement expected March 2019.
	5.6.14	Provide Risk and Compliance Services.	Progressing	50%	
	5.6.15	Support Council Mapping Systems across the organisation.	Progressing	50%	Ongoing
Effective asset management.	5.7.1	Review Asset Management Plan.	Progressing	30%	Core asset management data collection progressing and template developed for core plans

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Effective asset management.	5.7.2	Review all assets and condition and compile register.	Progressing	70%	
	5.7.3	Ensure all new assets are financially sustainable.	Progressing	30%	Council is progressing its Long Term Financial Plan and asset sustainability will be a key consideration.
	5.7.4	Complete external asset audits (2 per year).	Progressing	50%	Roads and footpaths currently being undertaken.
	5.7.5	Complete asset, regulatory and works related financial reporting on time.	Progressing	50%	
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Progressing	40%	
	5.8.2	Set service levels for After Hours Emergency Response.	Progressing	80%	