



**FEDERATION
COUNCIL**

Progress Report

June 2020 – December 2020

Delivery Program 2018-2021 and
Operational Plan 2020-2021



Delivery Program 2018-2021 / Operational Plan 2020-2021



Council is pleased to present the 6 month progress report outlining progress in year 3 of Councils 2018-21 Delivery Program, and Operational Plan 2020-21. This report outlines the achievements gained in the first half of this reporting year, being from 1 June 2020 to 31 December 2020.

The Operational Plan for 2020-21 had 231 actions. Whilst the end of the year has seen an improvement in tourist numbers visiting the area, Covid-19 has played havoc on our local economy and the wider community. Despite the challenges also keenly felt by Council in terms of resourcing levels, it has been encouraging to see the achievements of staff during this very challenging period. Some of our milestones this period include:

- Construction of the Corowa Skate Park.
- Corowa Saleyards improvements to auctioneer walkways and additional 29 pens.
- Corowa Swimming Pool complex on track for completion in April 2021.
- Sewer main CCTV inspections nearing completion to be delivered by June 2021
- Flood study completed for Northern areas of Council area.
- Grant funding received for flood study of Howlong, Corowa and Mulwala
- North of the Murray branding strategy complete.

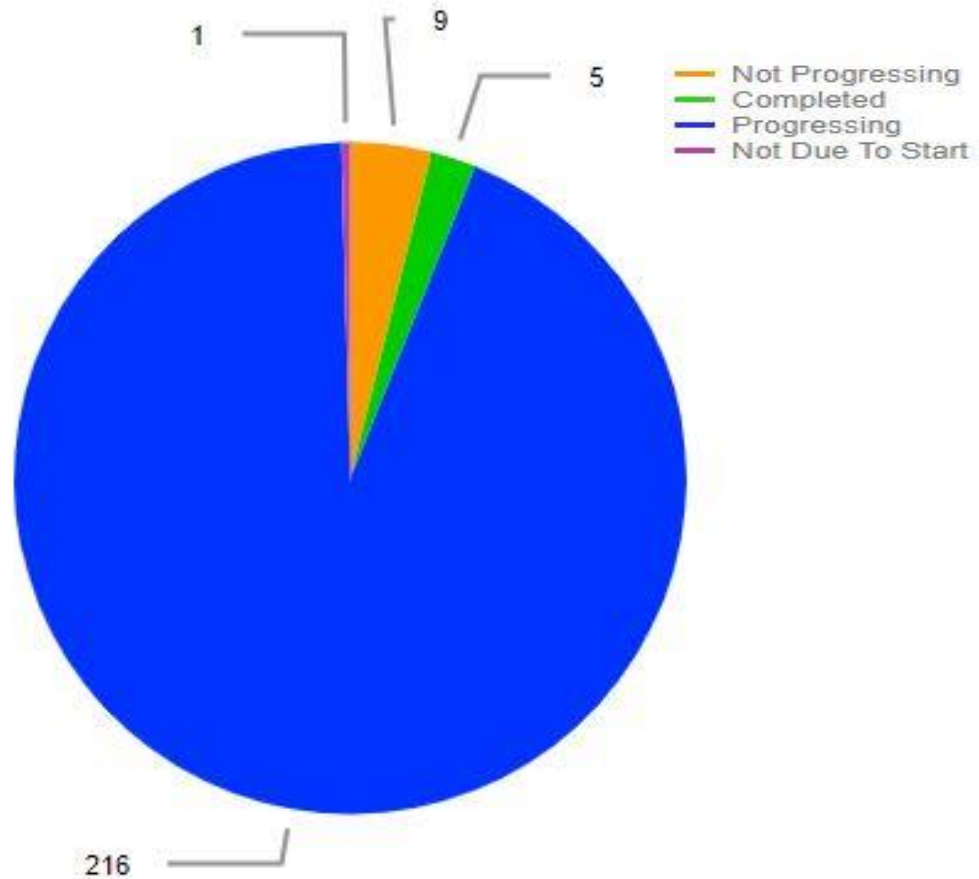
The report is also available for downloading via Councils website at <https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Reporting>. Please also take the time to read the entire report, which includes % achieved, and also many comments as to the status of the actions.

Mayor Patrick Bourke



Progress

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



Key Priorities

1 January – 30 June 2021

Purtle Park, Mulwala upgrade – Stage 3

Bruce Richardson Park, Balldale

Corowa Saleyards improvements

Mobile Pre-school service expansion

Drug Education in schools program

Sanger Street Corowa, Plaza project

Draft Waste Management Strategy

Development of a Renewable Energy Strategy

Launch access to NSW online Planning Portal



Outcome:

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

Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Progressing	50%	
	1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, Urban Sealed Roads, footpaths and bridges.	Progressing	50%	Work being carried out within available budgets
	1.1.3	Scope effective location based text messaging services for works program and update website.	Progressing	50%	Works being carried out in accordance with available funds
	1.1.4	Continue to progress Sanger street Corowa works and to engage with key business and retail operators, as well as community stakeholders to update them about works, and identify further opportunities to enhance the project development into the future.	Progressing	10%	Works being carried out with additional funding received for this project. Consultation continuing on the original program of works
	1.1.5	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Progressing	50%	Asset inspections carried out

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.	1.2.1	Implement Capital Works Program to address priority facility needs.	Progressing	50%	
	1.2.2	Finalise new Corowa Swimming Pool complex.	Progressing	90%	Project due for completion in April 2021
	1.2.3	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Not Progressing	0%	Budget needs to be allocated for a Recreation strategy in future budgets. The strategy will include the current masterplans.
	1.2.4	Finalise construction of Corowa Skate Park.	Completed	100%	Project completed satisfactorily
	1.2.5	Ensure Swimming Pool Management Services are delivered.	Progressing	50%	Pools opened for the 20/21 summer season in November (Howlong and Urana) and December (Oaklands).
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.1	Implement Capital Works Program for sewerage and water services.	Progressing	45%	Sewer capital works program nearing 85% completed. Water capital works program 20% completed. A number of projects in the current program rely on capital grants which have not been received to date preventing their commencement.
	1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	Progressing	10%	Work progressing as and when budgets are available

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.3	Implement a Water & Sewerage maintenance program	Progressing	5%	Project delayed whilst position of Utilities Engineer is being recruited. Electrical Coordinator and Team Leaders Water, Sewer and Reticulation currently documenting existing maintenance activities, schedules and programs for inclusion in the asset maintenance system.
	1.3.4	Implement Urana and surrounding villages Floodplain Management Plan	Not Progressing	0%	Awaiting final flood plain management plan. No budgets set aside for works. Likely for 2021/22.
	1.3.5	Implement, conduct, monitor and review asset inspections water and sewer.	Progressing	50%	Water supply and sewerage asset inspection schedules in development. Schedule of required sewer main CCTV inspections nearing completion, quotations to be sought and program delivered by June 2021.
	1.3.6	Complete funding strategy and ensure long term planning includes construction of a Howlong Water Treatment Plant, Mulwala Water Treatment Plant and a new Corowa Sewerage Treatment Plant.	Progressing	15%	Water and sewerage servicing strategies for Corowa, Mulwala and Howlong in development, draft concepts completed with presentation to Councillor Workshop November 2020. Development Servicing Plan and developer charges to be completed for 2021/2022 LTFFP.

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 Water and Sewer Systems Capacity Review (Corowa, Howlong and Mulwala).	Progressing	85%	GHD engaged to develop a water supply model and determine water supply network capacity. The model and system capacity analysis is nearing completion with draft to be submitted in mid-January 2021 and training on the water network model to occur in February 2021.
	1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	Progressing	25%	Works being implemented effectively including continuing to upgrade and improve telemetry, and back-up/recovery systems, and linking of all sites.
	1.3.9	Develop Stormwater / Drainage Systems Capacity Review	Not Progressing	0%	Funds have not been set aside for this work. Some internal strategic review is being carried out
	1.3.10	Develop and implement flood protection strategy.	Progressing	20%	Flood study completed for Northern areas of Council area. Grant funding received for flood study of Howlong, Corowa and Mulwala
	1.3.11	Finalise Integrated Water Cycle Management Plan	Progressing	5%	Project delayed due to COVID 19. Consultants to visit Corowa February/March 2021 when permissible to obtain necessary financial data to finalise IWCM in accordance with DPIE's comments.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward utilities that meet the needs of residents and industry.	1.4.1	Engage appropriately qualified consultants to investigate opportunities to: (a) Reduce Council's current energy consumption; (b) Obtain more favourable energy pricing; (c) Maximize Council's capacity for renewable energy generation via PV solar installations at all of its current sites of consumption with a view to including additional technology for energy storage; and (d) Actively pursue any available grant funding.	Progressing	10%	Some very basic concepts developed at this stage - will progress during 2021.
	1.4.2	Commit and commence work to become electricity neutral (i.e. generating electricity equal to, or greater than its consumption) by June 2025.	Progressing	20%	Monthly consumption monitored. No staff resources currently available to lead. Source consultant in 2021/22 if budget available.
Work toward telecommunications that meet the needs of residents and industry.	1.5.1	Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.	Completed	100%	In July 2020 the Federal Government announced that the rollout of the NBN network was complete. The Federation Council area is covered by either fixed line, fixed wireless or satellite service.
	1.5.2	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Progressing	50%	Council is continuing to work with RAMJO to progress this, as a key strategic priority for the region.
Work toward public transport that meets the needs of residents and industry.	1.6.1	Advocate and work to support improved access to community transport throughout the Council area.	Progressing	50%	Advocacy occurs where opportunities present.
	1.6.2	Finalise Corowa to Mulwala Cycleway project.	Progressing	30%	Work commenced on construction of Cycleway

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward public transport that meets the needs of residents and industry.	1.6.3	Implement Aerodrome Management Services.	Progressing	50%	
	1.6.4	Develop a funding strategy and long term planning to include strategies to address improvements to heavy vehicle transport needs of residents and industry.	Progressing	10%	Review of road and transport infrastructure has commenced.
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Progressing	50%	Ongoing service
	1.7.2	Provide Environmental Health Services.	Progressing	50%	Ongoing service
	1.7.3	Provide Development Assessment services.	Progressing	50%	Ongoing service
	1.7.4	Provide Strategic Land Use Planning Services.	Progressing	25%	Service delivery progressing as time permits with directorate.
	1.7.5	Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	40%	Council and Department of Planning, Industry and Environment working together to prepare a combined LEP for the Federation Council area.
	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Progressing	80%	By 1 January 2021 Council will have moved to the NSW Planning Portal for centralised planning matters.
	1.7.7	Implement Development Contributions Plan.	Progressing	50%	Developer contributions plan in place under EP& A Act. Water and sewer headworks plans to be developed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve waste management services.	1.8.1	Finalise and implement Council wide Waste Management strategy and ensure alignment of service levels to residents and industry needs.	Progressing	50%	Draft strategy to be presented to Council in early 2021.
	1.8.2	Identify and implement opportunities to discourage dumping.	Progressing	50%	Ongoing projects with RAMJO waste group.
	1.8.3	Investigate and implement opportunities to increase recycling.	Progressing	50%	Ongoing with RAMJO waste group.
	1.8.4	Implement Waste Collection and Recycling Services.	Progressing	50%	Ongoing with reviews of complaints happening on a regular basis.
	1.8.5	Effective management of Councils Landfill Operation Services.	Progressing	50%	Subject to budget shortages.
	1.8.6	Participate in Waste Education programs in conjunction with local providers.	Progressing	50%	



Economic Federation

Outcome:

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

Economic Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	Support provided to “Who is my neighbour” group. Discussions with Multicultural NSW regarding data project for Federation
	2.1.2	Ensure strategy and long term planning includes development of projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	40%	Being completed as part of Land-use Strategy works being developed as part of new Local Environmental Plan.
	2.1.3	Ensure strategy and long term planning considers the development of new residential land to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	40%	Being completed as part of Land-use Strategy works being developed as part of new Local Environmental Plan.
Support workforce development.	2.2.1	Facilitate training opportunities to support industry development.	Progressing	20%	Discussions with Corowa Business Chamber regarding Industry training event are ongoing

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage affordability.	2.3.1	Ensure strategy and long term planning considers the development of new affordable residential land.	Progressing	30%	Being completed as part of Land-use Strategy works being developed as part of new Local Environmental Plan.
Support inward investment.	2.4.1	Develop and market an investment prospectus for the entire Council area.	Progressing	20%	Whilst preliminary work has been undertaken a budget is unavailable at this time. An update to the Economic Development Strategy will be progressed in 2021.
	2.4.2	Lobby other levels of government for increased investment across the entire Council area.	Progressing	50%	Ongoing discussions with a range of government departments to support investment opportunities for economic outcomes eg Saleyards. Also referrals to government from interested business looking to establish economic opportunities.
Support entrepreneurship and industrial diversification.	2.5.1	Develop and implement a streamlined approval process for new and expanded business applications.	Progressing	50%	On 1 January 2021 Council will move to the NSW online planning portal.
	2.5.2	Continue building and engaging with networks by industry sector.	Progressing	40%	Ongoing through direct contact and the Chamber of Commerce

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support entrepreneurship and industrial diversification.	2.5.3	Develop a renewable energy strategy.	Progressing	20%	Participating in the RAMJO Energy Project and partnering with NSW Government Sustainable Council's and Communities Program to develop an energy roadmap for Federation Council.
	2.5.4	Ensure strategy and long term planning considers development of industrial land projects.	Progressing	50%	Ongoing. New Industrial lots being developed for sale in Howlong. Industrial Land will be an area of focus across the Economic Development Strategy
	2.5.5	Ensure an effective sales strategy is implemented for Council's Business Park land across the area, including Corowa, Howlong and Mulwala.	Progressing	50%	Land currently sold by Council staff has resulted in strong interest and sales across Mulwala and Howlong. An EOI for a panel of Real Estate Agents to sell Council land is currently in the early stages of being implemented
Support a collaborative regional approach to economic development	2.6.1	Facilitate local business support services.	Progressing	50%	"12 Days of Christmas" and a "Buy Local" campaign with Corowa Traders has been implemented and was rolled out across December 2020

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development	2.6.2	Continue to convene industry meetings and attract supporting business and infrastructure.	Progressing	50%	Ongoing. Meetings held with the Business Enterprise Centre. Discussions with Chamber about the potential for an Industry Forum locally
	2.6.3	Support operation of business chambers.	Progressing	50%	In regular contact with the Corowa Business Chamber and offered regular updates for members.
	2.6.4	Support and encourage innovative industry trials and projects.	Progressing	50%	As required. Support has been provided to business and industry in support of their growth and diversification plans. Particular advice has been provided around grant funding and application support.
	2.6.5	Provide support for incoming business/ investment enquiries.	Progressing	50%	Eight investment enquiries undertaken this Quarter.
	2.6.6	Investigate support for and attraction of microbusinesses to the area.	Progressing	50%	Support provided for the establishment of new small business during COVID-19 where they could set up at home.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development	2.6.7	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Progressing	50%	Involved in Murray RDA Economic Development Leadership meetings on a fortnightly basis
	2.6.8	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Progressing	50%	Ongoing. Working with Berrigan, Albury and Moira on delivery of key tourism Infrastructure projects.
	2.6.9	Progress opportunities from the Regional Economic Development Strategy.	Progressing	20%	A number of projects such as road improvements and museum projects have been progressed.
	2.6.10	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Progressing	50%	Ongoing. Participated in a range of joint initiatives, including with Destination Riverina Murray, eg Love NSW
	2.6.11	Participate in relevant joint organisations.	Progressing	50%	Council remains extremely active in Ramjo, the Riverina Murray Joint Organisation, including having membership of various sub-groups of most relevance to Council such as Water.
Support the agricultural industry.	2.7.1	Actively participate in agribusiness forums.	Progressing	50%	Discussions held relating to agriculture and future opportunities, including drought funded events.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.2	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Progressing	50%	A range of infrastructure and other grant opportunities have been submitted to improve access for the Agriculture and Manufacturing Sector. This will remain ongoing as opportunities present.
	2.7.3	Provide effective and efficient Saleyard Management and Maintenance Services.	Progressing	50%	Weekly sales have continued and remained strong during COVID-19 restrictions. Completed this year auctioneer walkways and additional 29 pens installed. \$9.2M NSW Government Stimulus grant awarded for a range of improvements onsite including roofing, administration building, carpark, upgrades to truck wash and improvements to effluent management. This will be rolled out over next 2 years.
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Progressing	50%	“Corowa Region” website supported up until December 2020. New “North of the Murray” Website established in late 2020.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.2	Deliver quality information services that meets the needs of visitors.	Progressing	50%	Visitor Information Centre closed for periods during Covid, however now operating and servicing visitors.
	2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	Progressing	50%	Monthly Electronic Direct Mail being sent to database membership.
	2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	Progressing	50%	Marketing Implementation Plan for North of the Murray endorsed by Council and beginning to be implemented.
	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Riverina / Murray Region.	Progressing	50%	Involved in Yarrawonga Mulwala Tourism committee meetings and attending meetings and other forums held by both Murray Tourism board and Destination Riverina Murray.
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Progressing	50%	New trails and cultural experience products have been developed.
	2.8.7	Advocate for investment in key tourism products, as per the Murray and Riverina Region Destination Management Plan.	Progressing	50%	Ongoing as opportunity arises. Support for grant applications for local operators has occurred to date.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	Progressing	50%	Ongoing funding opportunities being researched and grant applications considered.
	2.8.9	Implement the new North of the Murray Branding strategy.	Progressing	50%	Ongoing. Brand Strategy documents complete. Video and photography also completed.
	2.8.10	Attract events to the region through the Event Sponsorship program.	Progressing	50%	Ongoing. Events secured for Balldale and Morundah. Working towards future events in Corowa.
Enhance retail.	2.9.1	Undertake streetscape improvements to make towns and villages more attractive for visitors.	Progressing	50%	Sanger Street funds and grant currently being spent on Sanger Street Plaza Project.
	2.9.2	Support industry to address lost retail expenditure from the local area to nearby centres.	Progressing	50%	Funding of \$98k secured for revamp of Plaza in Corowa.
Support business development.	2.10.1	Advocate for business development grants program.	Progressing	50%	Funding for program not forthcoming however this remains a focus moving into the new year.
	2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes	Progressing	50%	Ongoing. Discussions with both the Corowa and Northside Chambers held.



Natural Federation

Outcome:

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

Natural Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.1	Implement Parks and Reserves Maintenance program (including Building Management, Caravan Parks, Parks & Presentation, and Cemeteries).	Progressing	50%	The levels of service are implemented through maintenance schedules to all Presentation and Recreation areas. Feedback has been positive for the recreational spaces.
	3.1.2	Finalise Mulwala Purtle Park All Abilities Playground.	Progressing	90%	Park opened the 18th of December 2020. Stage 3 - The beach area and footpaths to this area from Melbourne street is due to commence construction on the 13th of January 2021.
	3.1.3	Implement targeted weed management program across the LGA.	Progressing	50%	Weeds spraying and inspections undertaken during growth periods and in accordance with legislative requirements.
	3.1.4	Continue to implement new Biosecurity Act changes	Completed	100%	
	3.1.5	Work with Landcare and Local Land Services for weed management and bush regeneration.	Progressing	50%	Ongoing in accordance with MOU with Corowa District Landcare.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces	3.1.6	Implement Building Management program.	Progressing	50%	Planning has commenced for the delivery of capital works approved in the 2020-21 budget.
Ensure attractive and vibrant public spaces.	3.2.1	Update masterplans for Lonsdale Reserve, Mulwala and Lowe Square, Howlong and seek funding for implementation.	Progressing	45%	Lonsdale Reserve Masterplan has been updated and adopted, Lowe Square is yet to be updated.
	3.2.2	Implement Street Cleaning Services.	Progressing	50%	Street cleaning program continues to be implemented. Ongoing.
	3.2.3	Implement road side vegetation management, verge slashing and reserve mowing.	Progressing	50%	Ongoing. This season has seen a real focus on fuel reductions due to high Spring rainfall.
	3.2.4	Implement and monitor local litter laws.	Progressing	50%	Ongoing
	3.2.5	Develop a Tree Management Strategy to respond to a changing climate.	Not Progressing	0%	A Budget needs to be allocated to this project.
	3.2.6	Provide environmental health, biosecurity, and animal management and compliance services.	Progressing	50%	Program continues to be implemented.
	3.2.7	Ensure Long Term planning includes strategies to maintain attractive and vibrant public spaces that consider community place-making initiatives.	Progressing	30%	Ongoing with Plans of management being prepared in accordance with Crown Lands Management Act 2016.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure attractive and vibrant public spaces.	3.2.8	Provide Tree Management Services.	Progressing	50%	Health assessments, removal and planting are ongoing.
	3.2.9	Development of a Tree Register.	Not Progressing	0%	Budget needs to be allocated to proceed.
Conserve and utilise waterways, and develop their frontages.	3.3.1	Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	Progressing	40%	Provisions included in the Federation Local Strategic Planning Statement.
	3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	Not Progressing	0%	Works only undertaken as/if required.
	3.3.3	Update plans, develop a funding strategy and implement Mulwala Foreshore Masterplan, Howlong foreshore upgrades and Corowa foreshore upgrades.	Progressing	35%	Plan exhibited for Corowa Foreshore. Funding secured for Corowa Foreshore improvements. Purtle Park developed consistent with Mulwala Foreshore Masterplan.
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation	Progressing	50%	Ongoing programs in place, i.e. foreshore plans, inclusion in Federation Council Local Strategic Planning Statement and MOU with Corowa Landcare.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
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%	A partnership to develop seed production sites is underway, workshops to encourage local conservation and sustainable farming is ongoing.

Social Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	Progressing	50%	Ongoing as required.
	4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Progressing	90%	Updated PAMP adopted and in the process of being implemented.
	4.1.3	Continue to engage with older residents when considering the long term planning of our social needs.	Progressing	50%	Council continues to meet and engage monthly with the Federation Ageing Well Committee regarding the issues affecting older people in the Federation Council.
Encourage an age-friendly environment.	4.1.4	Implement the actions within the Ageing Well Strategy.	Progressing	50%	<p>Council and the Ageing Well Advisory Committee recently launched and are now distributing the Ageing Well Resource. As well as provide information to the community about community and public transport options, assisted with the development of Council's draft PAMP, supporting and working with local community groups and volunteers to provide events and activities that are senior focused such as MLHD Gentle Exercise Program and Back on Track Physiotherapy's Vitality Passport Program.</p> <p>A new Ageing Well Communication Guide for Council staff and the broader community will be launched in 2021.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Progressing	20%	Initial planning for the 2021 Seniors Week has started.
	4.1.6	Finalise purchase of Billabidgee Aged Care Units.	Progressing	80%	Awaiting final approval from State Government
Improve healthcare.	4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Progressing	50%	Attended meetings of health stakeholders where relevant to role.
	4.2.2	Advocate for health services that meet the needs of the community.	Progressing	50%	Ongoing discussion with local community regarding improved medical services and establishment of NDIS services locally.
	4.2.3	Identify possible locations to supply health services - identify sites and cost estimates.	Progressing	50%	Ongoing in Corowa, Howlong and Oaklands.
	4.2.4	Support Interagency meetings.	Progressing	50%	Hosted four Interagency Meetings in 2020 in Corowa, Urana and via video link. Four meetings are scheduled for 2021.
	4.2.5	Work with Community Transport Services to improve access to health care.	Progressing	50%	Ongoing as opportunities arise.
	4.2.6	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Progressing	50%	Ongoing. Lease agreement for Urana Medical Centre and Oaklands Medical Centre in place.
Support young people.	4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	Progressing	50%	The Federation Youth Council continues to meet monthly.
	4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	Progressing	50%	2021 Youth Week Grant application has been submitted. Planning for a Youth Health and Wellbeing event has begun.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.3.3	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	Progressing	20%	Initial planning and research on local youth and mental health focused service providers started. Resource is an agenda item of the Youth Council for completion and launch in 2021.
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Progressing	10%	Due to COVID 19 social distancing requirements no art projects in schools has been allowed. A number of plans to engage and work with students from both primary and secondary are in place.
	4.4.2	Advocate and support the sustainability of our schools.	Progressing	50%	Ongoing as required. Savernake may go into recess in 2021.
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	10%	COVID 19 social distancing requirements in schools has stopped students from participating in face to face activities with Council. Council has continued to engage with young people via the "I am Federation" Facebook page and online initiatives such as the Show us your Federation Photo Competition. Council did invite local schools to participate in the Federation School Sponsorship Program and students have been nominated for the 2021 School Achiever Awards to be presented at Australia Day Awards in 2021.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Progressing	50%	Council launched and called for EOI for the newly formed Federation CDAT in August. It attracted membership from across a range of areas including police, ambulance, health and counselling services, local community and Council. The Federation CDAT is now meeting monthly and developing a plan of action for 2021.
	4.5.2	Support agencies to provide Drug and Alcohol information and education.	Progressing	50%	Council supported a Drug Education program at Oaklands Central School in November and aims to run a similar program at Corowa High School in 2021. Council supported local agencies to provide information via Interagency Meetings and Council resources.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.3	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Progressing	50%	Ongoing as opportunities arise.
Provide sport and recreational opportunities.	4.6.1	Provide Community Facilities Services.	Progressing	50%	Ongoing. Limited during COVID 19 Pandemic.
	4.6.2	Finalise the Community Facilities Strategy.	Not Progressing	0%	
	4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Progressing	50%	Council regularly provided information to sporting clubs on Council grants, external grants and funding information, and other community related information relevant.
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops.	Progressing	50%	Worked with a range of sports clubs (football, bowls etc.) to access grant opportunities.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support childcare and family services.	4.7.1	Support the communication and distribution of the Family and Children's Services Directory.	Progressing	50%	Council continues to communicate and distribute the Family & Children's Service Directory both hard copy and online through its networks.
	4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	Progressing	50%	We have surveyed stakeholders, applied for and succeeded in a grant for a second vehicle. Plans for additional services and obtaining licensing of these services will occur in the second half of 2021.
	4.7.3	Deliver the mobile preschool service in five LGA locations.	Progressing	50%	We deliver services in 5 different locations, and are now planning a sixth location in the second half of 2021
	4.7.4	Undertake playground upgrades included in the Capital Works Program.	Progressing	60%	Capital works on Council playgrounds such as Purtle park has been delivered. Stage 3 at Purtle park to be completed and Bruce Richardson Park Balldale to be finished by March 2021.
Encourage community pride and spirit.	4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	Progressing	50%	Round 1 of financial year complete.
	4.8.2	Continue to deliver Council run events where possible.	Progressing	50%	Due to COVID 19 face to face events have not been possible since March 2020. Plans are in place to continue to deliver Council run events in 2021 as per social distancing requirements.
	4.8.3	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Progressing	50%	Ongoing. Men's Shed and Arts and Culture groups supported to date.
	4.8.4	Update the new residents pack, circulate and make available online.	Progressing	70%	New resident booklet has been developed and is under design and will be launched in early 2021.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.5	Continue to promote and encourage use of the free online community directory.	Progressing	50%	Council in November updated and made a more user friendly interface for the online community directory on the Council website. A media campaign and targeted approach focusing on community, service providers and sporting groups will begin over the next six months to add or update their listing.
	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Progressing	50%	Initial plans in place to host the annual Volunteer Recognition and Celebration are in place for May 2021.
	4.8.7	Facilitate volunteer coordination and support.	Progressing	50%	Council continues to coordinate and support Council volunteers.
	4.8.8	Attract and facilitate new events to the area.	Progressing	50%	Council continues to offer the Event Sponsorship Program and Community Grants to support new events to the area. As well as supporting event organisers to meet Council requirements and legal compliance when hosting events on Council owned or managed land.
	4.8.9	Finalise Ball Park Foreshore Removable Cafe Project.	Progressing	30%	Scope of project changed to slab and services only, with additional locations in Howlong, Mulwala and Urana.
	4.8.10	Deliver Cemetery Management Services.	Progressing	50%	Delivering cemetery operations across all sites.
Ensure community safety.	4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	Progressing	50%	Ongoing. Community Drug Action Team forums planned and held
	4.9.2	Implement the Road Safety Program.	Progressing	50%	Program effectively implemented in accordance with funding guidelines.

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.	Progressing	50%	This service continues to support an increasing number of requests and transactions.
Celebrate the areas rich culture and heritage.	4.10.1	Continue to facilitate an "arts alliance" network through meetings and partnerships.	Progressing	50%	Council continues to meet and engage with the Federation Arts and Cultural Advisory Committee. Council adopted the inaugural Federation Arts and Cultural Strategy 2021-2025 in November. An implementation plan to support Council staff and the committee to deliver actions from the strategy is underway.
	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Progressing	50%	Council continues to develop arts and cultural initiatives that are accessible and inclusive across the Council area such as the Interactive Mural at the Memorial Plaza. As well as support local artist and community groups to run their own programs such as the Federation Indigenous Heritage, Art & Storytelling exhibition held in the Corowa Art Space and the NADIOC walk across the bridge in Mulwala.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the areas rich culture and heritage.	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Progressing	50%	<p>Council commissioned Sculptural Artist, Andrew Whitehead to complete a sculpture titled the "Last Train from Boree" as a tribute to the late Tim Fischer. The sculpture will be unveiled in 2021 and housed at the park in Boree Creek.</p> <p>Kade Fielder has been engaged to complete an interactive mural on the wall in the update community and youth space in Corowa.</p>
	4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	Completed	100%	<p>Council partnered with Yarrawonga Health and Many Mobs Connections Group to deliver the Yarrawonga Mulwala Cultural Connections NAIDOC "A trail of Culture and Connection". An art installation of a series of posters in a celebration of NAIDOC week was displayed along the walkway of the Yarrawonga Mulwala Bridge, the sand hills at Mulwala's Miss Ross Hill, and the Yarrawonga foreshore. NAIDOC week is traditionally held in July, but was postponed to November this year due to COVID 19.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the areas rich culture and heritage.	4.10.5	Support local artists and galleries to foster a creative community.	Progressing	50%	Council continues to support local artists and galleries via their membership with Murray Arts, Arts and Cultural Advisory Committee, community grants, tourism initiatives, and engaging of local artists to commission works for Council where possible. Council's 355 Committee, Federation Arts Committee hosted the annual Fed Photo Prize in October and Fed Art Prize in November that supports local and emerging artists.
	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Progressing	20%	Initial planning and research has begun to develop a number of Art Trails across the Council area on public art including sculptures and murals. This will showcase both Council commissioned public art and community.
	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Progressing	50%	Council will re-launch the Corowa Art Space as a public hire space in early 2021 encouraging local artists, schools, community groups and organisations to host their own exhibitions during 2021. In December the Federation Indigenous Heritage, Art & Storytelling was held in the art space. The Art of Ageing travelling exhibition is booked for October 2021. The Art of Ageing Exhibition is an initiative of the NSW Government and will travel to 45 sites cross NSW.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the areas rich culture and heritage.	4.10.8	Continue to progress Councils Friendship Agreement with Miki City.	Progressing	50%	Due to COVID 19 the 2020 Miki City Cultural Exchange Program from Miki City to Federation was cancelled in 2020. Council continues to engage via email with their Japanese friends with plans to communicate more in 2021 and hopefully pick up the exchange program when International travel is allowed. Miki City Advisory Committee continues to meet bi-monthly and discusses the Councils Friendship Agreement with Miki City and a plan moving forward.
	4.10.9	Ensure long term planning strategies include further development of the Federation Museum.	Progressing	20%	Ongoing. Museum plans currently being discussed with planning staff
	4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	Progressing	70%	Council's community development and tourism team continue to support each to record and promote the history of the LGA through history guides, online listings and the official North of the Murray visitor guide.
	4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	Progressing	50%	Council continues to engage and communicate with local historical associations and volunteer groups. Council's Community Grants program supported heritage focused ideas and activities.
	4.10.12	Investigate any interest from Melbourne based councils with a view of forming a sister city relationship.	Not Due To Start	0%	Covid put a stop to commencement. Further consider in 2021/22.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Progressing	50%	Ongoing. Committee meetings have been occurring regularly.
	4.11.2	Facilitate and support the Disability Access Committee.	Progressing	50%	Council called for members to be part of the newly formed Federation Disability Advisory Committee earlier this year. The committee has seven active community members and two Councilor representatives and meets monthly to discuss actions from the DIAP and provide Council with advice on inclusion, access and equality.
	4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	Progressing	50%	Ongoing and as required.
	4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	Progressing	50%	Ongoing as part of the Disability Action Plan and Advisory Committee outcomes.
Provide library services and programs accessible to all residents and visitors.	4.12.1	Maintain libraries in Corowa, Howlong, Mulwala and Urana that are vibrant community spaces and provide opportunities for all members of the community.	Progressing	50%	Despite the restrictions of COVID 19 which has imposed limits on patron numbers, particularly in the smaller libraries at Howlong and Mulwala, we continue to offer library services to members of the community and visitors.
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to smaller communities.	Progressing	50%	The mobile library service continues to operate in the smaller villages of Federation Council area
Provide library services and programs accessible	4.12.3	Deliver school holiday programs across the council area.	Progressing	50%	School holiday programs are recommencing this January.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
to all residents and visitors.	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Progressing	20%	Due to COVID 19 restrictions we have been unable to run Tech Savvy senior sessions, but hope to complete one round of sessions during March and April 2021, providing there are not further restrictions due to public health orders.
	4.12.5	Provide a free delivery service to housebound library patrons.	Progressing	50%	Ongoing delivery service to library patrons in Corowa, and the service will recommence in Howlong and Mulwala at the end of January 2021
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Progressing	50%	Storytime was delivered in an online format until Dec 2020 due to COVID 19 restrictions. From the end of January 2021 Storytime will recommence in the libraries at Corowa, Howlong and Mulwala.
	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Progressing	50%	While there has been a reduction in the number of public access computers on offer due to COVID19 space restrictions, this service has still been on offer in a slightly reduced capacity. It has required an extra effort from staff, as a result of computer clean downs between patrons.
	4.12.8	Encourage library membership by promoting the range of services available.	Progressing	50%	The range of library services continues to be promoted via the local press, Council website and Facebook pages. Also flyers displayed on community billboards that promote particular programs.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide library services and programs accessible to all residents and visitors.	4.12.9	Facilitate some interactive programs for young people.	Progressing	20%	Depending on any further COVID19 restrictions, an author visit to local schools is planned for early Term 2 2021.
	4.12.10	Facilitate the provision of online cemetery records.	Progressing	10%	



Social Federation

Outcome:

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

Well-Governed Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.1	Finalise rate harmonisation project, and implement recommendations to be effective 1 July 2021.	Progressing	50%	Modelling on different rating structures was presented to Councillors in December 2020. A community engagement plan has been developed to engage with the community in early 2021, with a view to adoption of a new harmonised structure for implementation from 1 July 2021.
	5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	Progressing	10%	Limited progress however a framework is to be developed in conjunction with preparations for the 21/22 budget and updated Long Term Financial Plan. This will lead to the necessary preparations for a likely future special rate variation to meet Councils infrastructure maintenance requirements and will consider the results of the 2020 Community Satisfaction Survey.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
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%	There has been considerable work with the NSW Cross Border Commissioner, the local Member of Parliament, Justin Clancy, and surrounding councils as Council has navigated its way through responding to the COVID-19 pandemic. Council has actively advocated for improvements to NSW border restrictions to enable industry to operate more effectively and for community members to be able to conduct their 'daily lives'.
	5.2.2	Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	Progressing	10%	This will be incorporated into the Service Planning framework. The service area that is currently the one that is most focused on the regional approach and surrounding Councils, is Waste Management.
	5.2.3	Continue to actively seek grant funding for a range of projects across the council area.	Progressing	50%	Over \$9.5 million has been received in grants this Quarter. Council continues to actively pursue grants of priority and strategic importance with great success.
	5.2.4	Deliver major projects as funded by the Stronger Communities Program	Progressing	50%	
	5.2.5	Deliver projects as funded by the Stronger Country Communities Program	Progressing	80%	Projects being delivered
	5.2.6	Deliver projects funded by the Regional Growth Fund	Progressing	20%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.7	Report on ongoing service provision and expenditure by area.	Progressing	10%	To be continued as part of 21/22 budget preparations, service reviews and rates harmonisation. This will be a longer term project as there has been no detailed analysis of 'service by area' undertaken. Council is more focused on Asset Management as a whole, and servicing the entire Council area to suitable levels.
Ensure good governance and administration.	5.3.1	Implement Long Term Financial Plan.	Progressing	50%	The Long Term Financial Plan continues to be implemented. Implementation has included the following activities: loan funding has been secured for relevant projects, budgets are being actively monitored by managers and finance, new monthly financial reporting to Council has been implemented and key financial indicators have been identified to enable targets to be established for future financial planning.
	5.3.2	Review and re-develop Long Term Financial Plan, and Delivery Program and Operational Plan budgets, and ensure consistency with Operational Plan Actions.	Progressing	50%	Review process has been set up and re-develop has started for the next financial year.
	5.3.3	Demonstrate appropriate, effective and efficient financial services.	Progressing	50%	Monthly & Quarter review of financial services are being completed

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.4	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Progressing	50%	Continued improvement to procurement and contract management.
	5.3.5	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Progressing	10%	Further consider in next round of service reviews and updated Business Plans.
	5.3.6	Provide Councillor Support Services.	Progressing	50%	Council provides support to Councillors as per the Provision of Facilities and Payment of Expenses for Councillors. COVID-19 has meant there has been a far less amount of face to face external training/conferences provided/attended. This has been substituted by increasing range of in-house training at Councillor Workshops on areas including Code of Conduct, and Fraud and Corruption.
	5.3.7	Council meeting agendas and minutes distributed and available in accordance with Council's Code of Meeting Practice.	Progressing	50%	While agendas and minutes are available we are not providing in the required time frame. Reports need to be completed and provided on time to enable this to occur.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.8	Policy framework implemented	Progressing	50%	Ongoing action - no further education provided to staff due to resourcing, however information and templates are available on the Source and have been working with individual staff members who are developing policies and other documents, to improve understanding and compliance with process.
	5.3.9	Ensure a proactive approach to the release of information where possible.	Progressing	50%	Loss of staff has created a gap in knowledge and resources to process some open access requests as normal, however ongoing discussions are occurring as issues are highlighted and these are being dealt with according to the legislative requirements. No additional staff education carried out due to resourcing levels, however Open Access review carried out and GIPA Agency Information Guide updated. Additional resources added to website and GIPA annual report completed and lodged. Ongoing discussions occurring at senior levels to address inconsistencies and resourcing.
	5.3.10	Implement Councils internal audit program.	Progressing	50%	Internal Audit function progressing in accordance with legislative requirements and proposed Risk Management and Internal Audit Framework. Internal Audit Services contract renewal completed in January with new provider engaged for a period of 3 years.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.11	Review and implement Councils Privacy Management Plan.	Progressing	20%	Ongoing requirement with attention given to privacy issues as questions arise. Key staff have participated in privacy awareness training and internal discussions so have a cautious approach to requests for information which are referred to Governance Officer. Regular consultation occurs. Despite this, no formal education/training delivered and Management Plan review has commenced although not complete due to resourcing, having to reactively respond to other issues that have arisen. This needs to be a high priority for the next 6 months.
	5.3.12	Manage Councils insurance claims in a cost effective manner and in accordance with customer service charter.	Progressing	50%	
	5.3.13	Complete review of delegations in line with organisational changes and ensure delegations process is integrated with existing recruitment and training policies and guidelines.	Progressing	40%	Delegations required to be reviewed within one year of new council. Council election postponed from September 2020 to September 2021. Process requires refining to capture position changes and delegations when staff are acting in positions. This has been developed but needs management input and integration with recruitment processes. Needs to remain a high priority for ongoing attention not just when delegations are reviewed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.14	Implement framework for supporting compliance with all council committees.	Progressing	10%	Further progress has been greatly hampered over the last 6 month period due to other priorities impacting on existing resource and a lack of dedicated resource to deliver this function as per recommendations following Section 355 Committee review. Managers with Committee responsibilities need to support the process and receive ongoing support to address any areas of non-compliance. This needs to receive greater priority to progress.
	5.3.15	Support councillors to acquire the skills necessary to perform their roles in accordance with the LGA S 232. Councillor Professional Development Program as per guidelines - LGR Part 8A-185 and including Code of Conduct.	Progressing	50%	Online Training opportunities and support have been provided to Councillors but not all Councilors are finalising their allocated training. For follow up in 2021.
	5.3.16	Provide Council Records Services.	Progressing	50%	
	5.3.17	Implement long-term strategy for creating, registering and disposing of hardcopy and electronic records.	Progressing	10%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.18	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Progressing	50%	
	5.3.19	Continue implementation of Record Management Review and IT Services Review actions.	Progressing	10%	
	5.3.20	Consult with key stakeholders to ensure compliance with Crown Lands Act.	Progressing	50%	Ongoing
Ensure extensive communication and consultation with residents.	5.4.1	Maintain Council online presence via digital channels.	Progressing	50%	Continually improving Council's digital presence.
	5.4.2	Implement and maintain Councils Customer Service Charter.	Progressing	50%	
	5.4.3	Implement Council's Community Engagement Strategy.	Progressing	50%	Strategy implemented and communication/engagement sub-strategies and plans are developed as need arises, for more specific projects.
	5.4.4	Implement Council's Corporate Communications Strategy.	Progressing	50%	Strategy Implemented - annual action plan development underway for service areas.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.5	Implement internal communications and engagement policy.	Progressing	50%	Council's Staff Intranet 'The Source' continues to provide a central online resource for staff to access information from across the organisation 24/7 on any device. Other key communication pieces occur including weekly Councillor and Staff General Manager updates.
	5.4.6	Use Council's visual identity consistently in all public facing communications.	Progressing	50%	Council's branding assets are consistently used and accurate usage monitored in public facing communication and campaigns.
	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Progressing	50%	A vast array of media opportunities are captured, and updated photos and other content has been completed particularly in the tourism and other business marketing areas. Communication and Engagement plans developed to support tourism offer and assets, as well as the new North of the Murray brand in the Federation Council region.
	5.4.8	Finalise branding of building and all old signs from former Urana and Corowa Shires, at Corowa Civic Centre and any other required areas.	Progressing	50%	Corowa Civic Centre and possibly some other sites still to be updated.
Ensure quality customer service.	5.5.1	Implement two yearly customer satisfaction surveys to understand strengths and areas for improvement.	Completed	100%	Community Satisfaction Survey completed in last half of 2020 and reported to November Council meeting. Solid results and areas for improvement will be reviewed as part of service reviews.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.2	Promote and maintain a user-friendly customer request system.	Progressing	50%	
	5.5.3	Continue to monitor functionality of Council's website.	Progressing	50%	The Corporate website engagement continues to grow substantially. Analytic reporting reviewed monthly.
	5.5.4	Implement actions to improve access to customer service centres.	Progressing	50%	
	5.5.5	Provide public access to cemetery information and process transactions through Authority.	Not Progressing	0%	This will be progressed in 2021.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Undertake actions to improve efficiencies and compliance across the organisation in risk and Work Health Safety	Progressing	50%	WHS Audit has been conducted on Councils systems and processes report actions identified. On line learning platform engaged. Liability self-assessment conducted on Fleet, Buildings/Property, Event, Footpath management - Strategic, Operational, Documented processes/systems, Resources and records management.
	5.6.2	Implement the Workforce Strategic Plan 2018-2021.	Not Progressing	0%	This initiative has not yet been progressed and will be addressed in 2021.
	5.6.3	Continue to implement staff performance reporting.	Progressing	50%	
	5.6.4	Maintain IT and technical support for Council.	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.	5.6.5	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Progressing	50%	
	5.6.6	Review security of Council assets, people and property.	Progressing	50%	<p>Activities continue around the security of Council's assets. Matters progressed include:</p> <ul style="list-style-type: none"> • introduction of regular reporting of WHS indicators, • reformation of the WHS Committee, • review of Council property key systems, • review of CCTV security for the Corowa Council administration building • implementation of measures to increase the security of Council's information systems.
	5.6.7	Ensure staff are engaged with and update staff intranet.	Progressing	50%	The Staff Intranet engagement continues to grow substantially. Analytic reporting reviewed monthly. The site continues to be developed and updated to ensure maximum engagement levels of staff and proves to be a valued central source of consistent communication.
	5.6.8	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	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.	5.6.9	Conduct careers days and volunteer days in collaboration with school and local institutions.	Progressing	50%	Always in contact with local schools in regards to careers at Council, Career days due to Covid restrictions may utilise different platforms/access moving forward.
	5.6.10	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	50%	<p>WHS Acton plan identified from WHS Audit for 2020-21 in place and being actioned.</p> <p>Liability self-assessment will produce an action plan for each operational area completed in 2020 once the assessment is scored via Statewide Mutual.</p> <p>Site Specific Emergency Management project is underway including engagement with key stakeholders.</p> <p>BCP developed and implemented.</p>
	5.6.11	Provide Risk and Compliance Services.	Progressing	50%	
	5.6.12	Support Council Mapping Systems across the organisation.	Progressing	50%	
Effective asset management.	5.7.1	Develop and implement Asset Management Plans.	Progressing	65%	Existing Asset Plans being implemented, and revised/new plans are being completed as part of the Long Term Financial Plan for implementation in 2020/21
	5.7.2	Implement recommendations from Asset Management Planning project.	Progressing	10%	Plans being finalised - recommendations will be progressively implemented as funding becomes available

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Effective asset management.	5.7.3	Allocate resources to inspect new assets and report on condition.	Progressing	50%	Additional staff have been assigned to this area and are working on gaining better asset data.
	5.7.4	Complete external asset audits.	Progressing	55%	Underway as part of Long Term Financial and Asset Management program
	5.7.5	Complete asset, regulatory and works related financial reporting on time.	Progressing	30%	Completed financial reporting for 19/20 on time, recruitment of Asset Staff Member still to be done to help with reporting for 20/21.
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Progressing	50%	Support supplied during reporting period especially in relation to COVID 19 outbreak, Committee reformed and meetings held. Further works required in 2021 to update Council wide Emergency Management Plan.
	5.8.2	Support After Hours Emergency Response.	Progressing	50%	