



**FEDERATION
COUNCIL**

FEDERATION COUNCIL
DELIVERY PROGRAM
2018-2021
AND
OPERATIONAL PLAN

2019-2020

Progress Report

January to June 2020

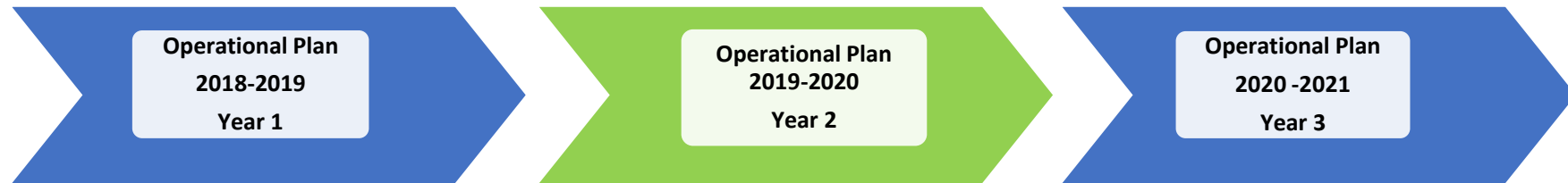
**Delivery Program 2018-2021
and**

Operational Plan 2019-2020



**FEDERATION
COUNCIL**

Delivery Program 2018-2021



Council is pleased to present the 6 month progress report outlining progress in year 2 of Councils 2018-21 Delivery Program, being Operational Plan 2019-20. This report outlines the achievements gained in second half of this reporting year, being from 1 January 2020 to 30 June 2020.

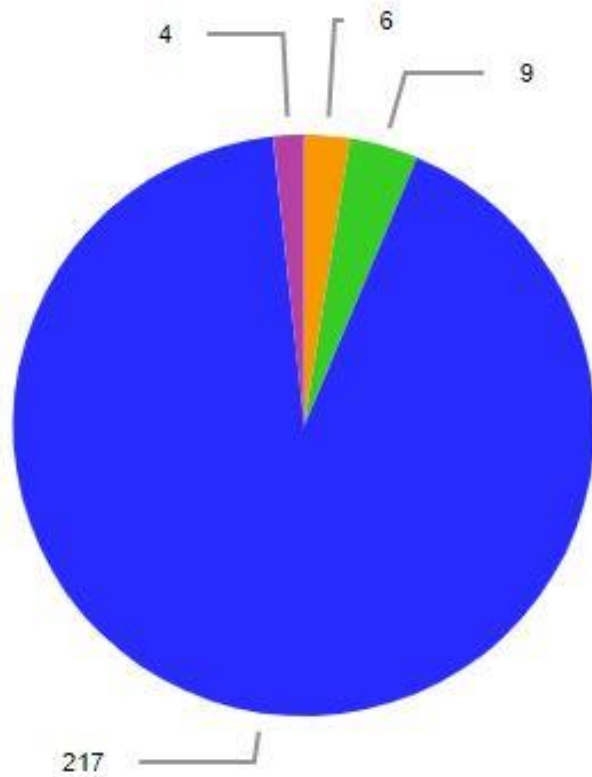
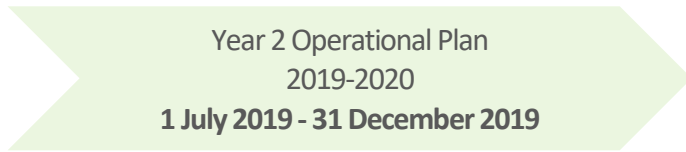
The Operational Plan for 2019-20 had 236 actions. The completion of a further 101 actions in this period is particularly pleasing with much of the last 6 months being thrown into turmoil amidst the Covid-19 pandemic. The pandemic has significantly impacted on Councils resources and on our local economy and community members, it has been a challenge. Implementing new processes in order to manage how we do business in a manner which will keep our staff and our customers, as well as our community safe has had to be our top priority. This result demonstrates Council's commitment to maintain our day to day services and still deliver some of our key major projects in an environment that has been changing rapidly. Some of these projects have included the completion of improvements to the Rand Sports Ground, refurbishment of Howlong Tennis Clubrooms, John Foord Oval facilities upgrade, Coreen Recreation Reserve Netball and Tennis Courts Upgrade and the resurfacing of Urana Tennis Courts. I look forward to what the next year might bring and despite the obvious challenges, I am confident that we can rise to the challenge. The graph at diagram 1 below gives a snapshot of the actions and their progress for this period and the previous 6 months.

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.

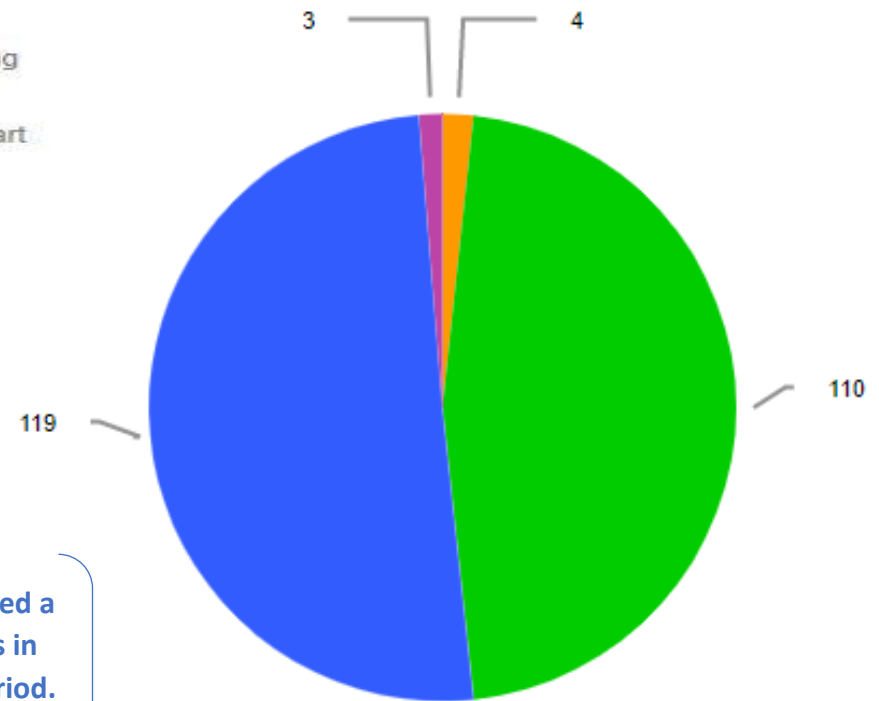
Mayor Patrick Bourke



Diagram 1. Action snapshot Year 2



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



Council has completed a further 101 Actions in this last 6 month period.



Outcome:

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

Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Completed	100%	
	1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, urban Sealed Roads, footpaths and bridges.	Progressing	50%	Capital works program being delivered effectively.
	1.1.3	Scope effective location based text messaging services for works program and update website.	Completed	100%	Works updated on regular basis through use of Council's web site.
	1.1.4	Review scope and plans for revitalisation of Corowa Main street (Sanger) project.	Progressing	50%	Consultants were engaged to review scope for the project. Street audits and trader consultations have occurred, and a Councillor workshop was held in November 2019, to consider initial feedback from consultation and investigations. Project broken into a number of segments and available funding split among segments. Will required additional funding to complete project.
	1.1.5	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Progressing	80%	Roads and bridges undertaken on a regular basis - stormwater and footpaths currently coming online.

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	85%	Capital works program continuing as planned. Major projects such as Pool and All abilities park to be completed in 20/21.
	1.2.4	Construct new Corowa Swimming Pool complex.	Progressing	55%	Project under construction - due for completion mid 2021.
	1.2.5	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Not Progressing	0%	
	1.2.6	Commence construction of Corowa Skate Park.	Completed	100%	Work has commenced. Only landscaping and cleanup to complete project.
	1.2.7	Ensure Swimming Pool Management Services are delivered.	Completed	100%	Season Closed March 2020.
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.1	Implement Capital Works Program for sewerage, water and flood protection services.	Progressing	70%	Excellent progress to end of Q2 with sewer program substantially progressed. Water program slightly behind in program.
	1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	Progressing	30%	Consultants employed to look at various drainage issues across the towns and villages. Flood studies will also cover this, and are underway for Urana, Oaklands, Boree Creek, Rand and Morundah, with Howlong, Corowa and Mulwala receiving grant funding, and being planned for later in 2020.

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	70%	Water and sewerage maintenance program progressing. Additional crew in Reticulation Team who will focus on maintenance activities included in the LTFP commencing 2020/2021 FY.
	1.3.4	Implement Urana and surrounding villages Floodplain Management Plan.	Progressing	75%	This work is dependent on funding becoming available.
	1.3.5	Implement, conduct, monitor and review asset inspections, water and sewer.	Progressing	65%	Inspections continuing. Asset Management Plans progressively updated with the collected data.
	1.3.6	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	75%	Projects included in draft IWCM and in Federation Council's LTFP. Funding applications lodged with DPIE under the Safe and Secure Water Program.
	1.3.7	Develop Systems Capacity Review (Corowa, Howlong and Mulwala).	Progressing	5%	Consultancy brief prepared to undertake water and sewerage network modelling. Expected commencement March/April 2020.
	1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	Progressing	60%	Works being implemented effectively including continuing to upgrade and improve telemetry, and back-up/recovery systems, and linking of all sites.

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	Development of a reduced utility cost projects strategy.	Not Progressing	10%	Some very basic concepts developed at this stage, will progress during 2020.
	1.4.2	Ensure a funding strategy and long term planning considers development of local solar renewable energy products.	Progressing	30%	Early work underway in accordance with Councils resolution to become electricity neutral by 2025.
	1.4.3	Investigate opportunities to become electricity neutral by 2025.	Progressing	35%	Initial discussions held to develop strategy to meet this action. Staff working group formed, Councillor workshop held early 2020, and consultant to be sourced to further progress, and also involving RAMJO.
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	40%	
	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	Implementation of Corowa to Mulwala Cycleway project.	Progressing	25%	Design and approvals process nearing completion.

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 Plan and Strategy.	Progressing	80%	
	1.6.4	Implement Aerodrome Management Services.	Completed	100%	
	1.6.5	Develop a funding strategy and long term planning to include strategies to address improvements to heavy vehicle transport needs of residents and industry.	Completed	100%	Ongoing annual project.
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Completed	100%	Service provided for the 19/20 year.
	1.7.2	Provide Environmental Health Services.	Completed	100%	Service provided for 19/20 Financial year.
	1.7.3	Provide Development Assessment services.	Completed	100%	Service provided for the 19/20 financial year.
	1.7.4	Provide Strategic Land Use Planning Services.	Completed	100%	Service provided on an as needs basis throughout the year.
	1.7.5	Implement Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	30%	Plan was not delivered within the 19/20 financial year. Additional land use planning issues identified and need to be included in the Land Use Strategy for the Federation Council area.
Consistent and appropriate land use planning outcomes.	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Progressing	75%	Council moving toward the statewide Planning Portal and planning process as legislated.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Consistent and appropriate land use planning outcomes.	1.7.7	Implement Development Contributions Plan.	Completed	100%	
	1.7.8	Undertake Building Inspection Services.	Completed	100%	Service provided throughout the 19/20 Financial Year.
Improve waste management services.	1.8.1	Develop a Waste Management Strategy and ensure alignment of service levels to residents and industry needs.	Progressing	80%	Strategy is progressing according to plan and will be presented to Council for adoption at the November meeting.
	1.8.2	Identify and implement opportunities to discourage dumping.	Progressing	80%	Big Belly compactor bin installed at Kyffins Reserve as part of the RAMJO group.
	1.8.3	Investigate and implement opportunities to increase recycling.	Progressing	90%	Increased recycling implemented at Corowa and Howlong landfills. Plus the work being progressed as part of the waste strategy.
	1.8.4	Implement Waste Collection and Recycling Services.	Completed	100%	Collection and recycling services provided for the urban and village areas within the Federation Local Government Area for the 19/20 financial year.
	1.8.5	Effective management of Councils Landfill Operation Services.	Completed	100%	
	1.8.6	Participate in Waste Education Program in conjunction with local provider.	Completed	100%	Halve Waste



Economic Federation

Outcome:

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

Economic Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.	Completed	100%	Support provided via advocacy and support for Manufacturing Expansion and Multicultural Resettlement throughout the LGA.
	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	50%	Complications have arisen with project and will require more resourcing and continuing in 20/21.
	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	50%	Complications have arisen with project and will require more resourcing and continue in 20/21.
Support workforce development.	2.2.2	Facilitate training opportunities to support industry development.	Completed	100%	Council has made both the Corowa Business Chamber and businesses broadly aware of all training opportunities via direct email and Business electronic marketing activities.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support workforce development.	2.2.3	Assist in the implementation of the workforce gap annual training schedule.	Progressing	50%	Ongoing
Encourage affordability.	2.3.1	Implement Rural Residential Land Use Strategy outcomes.	Not Progressing	0%	Awaiting the implementation of the new Local Environmental Plan.
	2.3.2	Investigate opportunities to incentivise the rental of unoccupied properties.	Progressing	80%	Rental review undertaken.
Support inward investment.	2.4.1	Market an investment prospectus for the entire Council area.	Progressing	80%	Ongoing work in conjunction with RAMJO.
	2.4.2	Lobby other levels of government for increased investment across the entire Council area.	Progressing	80%	Advocacy with relevant state and federal government representatives is ongoing. Council has had some success as a result. Equity across Council remains a key consideration.
Support entrepreneurship and industrial diversification.	2.5.1	Develop and implement a streamlined approval process for new and expanded business applications.	Progressing	70%	The State Governments 'Better to Do Business with' streamlining applications initiative has been implemented. Council is also planning for a customer service self serve hub to be installed at the Corowa Civic Centre in 2020.
	2.5.2	Continue building and engaging with networks by industry sector.	Progressing	80%	Continuing to work on engagement with industry.

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	50%	Work being undertaken for Councils own operations, as part of the resolution to become electricity neutral by 2025. Yet to develop a Council wide renewable energy strategy. May be best considered as a region, through RAMJO.
	2.5.4	Continue to investigate opportunities to support the expansion of industrial precincts.	Progressing	80%	Works continuing. For further details, see action 2.5.5.
	2.5.5	Continue to support the development of the Mulwala, Howlong and Corowa Industrial Estates.	Progressing	90%	Mulwala Business Park Stage 4 completed in November 2019, creating 32 additional lots, and strong sales expected in 2020. Howlong Industrial and Export Precinct project underway, with road works and other projects progressing, for delivery across 2020.
Support a collaborative regional approach to economic development	2.6.1	Facilitate local business support services.	Progressing	80%	Ongoing - more definition required to define and develop a strategy, need to further discuss with chambers of commerce and other groups. Development of a new Economic Development Strategy during 2020 will assist in this.

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	90%	Ongoing - grants being actively applied for to attract business, such as the potential for the Corowa Airport and on-flow to the Corowa Industrial Estate, and Corowa Sale-yards major future projects, should grant application be successful.
	2.6.3	Support operation of business chambers.	Progressing	80%	Ongoing - staff meet with Corowa Business Chamber meetings when required, further engagement planned for 2020.
	2.6.4	Support and encourage innovative industry trials and projects.	Progressing	80%	Ongoing, with increased support provided for groups such as Corowa District Landcare and Riverine Plains in the agricultural and natural resource sectors, with a number of projects supported through Drought Funding initiatives.
	2.6.5	Provide support for incoming business/ investment enquiries.	Progressing	90%	Economic Development/Grants Unit provide support and advice on all enquiries. Referrals to other agencies made as needed.
	2.6.6	Investigate support for and attraction of microbusinesses to the area.	Progressing	90%	Potential businesses of all size are supported across the range of industry sectors including Arts and Culture

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.	Completed	100%	Staff participate regularly in networking and other engagement sessions with all key bodies. Council has a very active role in RAMJO, RDA Murray and the Murray Darling Association.
	2.6.8	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Completed	100%	This is ongoing - Actively engage with State tourism agencies Murray Regional Tourism, Destination Riverina Murray, surrounding Councils, partnering on a number of initiatives and marketing programs. Financially support Yarrowonga Mulwala Tourism for Visitor Services from Yarrowonga Mulwala Visitor Centre
	2.6.9	Progress opportunities from the Regional Economic Development Strategy.	Progressing	90%	Continue to liaise with fellow Councils in the Albury-Wodonga Functional Regional Economic Zone, and with NSW Premier and Cabinet to progress the strategy. Major progress made on many projects.
	2.6.10	Maintain membership with Murray Regional Tourism and actively participate in regional initiatives.	Completed	100%	Ongoing - Current member of Murray Regional Tourism and activity Council staff actively participate in region programs and initiatives both through Murray Regional Tourism and Destination Riverina Murray.

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.	Completed	100%	Council is an active member of RAMJO, and the recent release of the RAMJO Water Strategy Strategic Document is an example of outcomes that can be achieved via collaboration. This paper is gaining very solid engagement with industry and State and Federal Governments, including the Murray Darling Basin Authority and the Environmental Water Holder, to continue to advocate and propose solutions to water management issues across the Murray Darling Basin. Council also continues to be active in the sub-groups to drive improvements in State Government relations and progress projects, including in Engineering, Procurement, Waste Management, Energy, Digital Communications, Health, and Jobs and the Economy.
Support the agricultural industry.	2.7.1	Actively participate in agribusiness forums.	Progressing	90%	Participate has occurred as requested and as available.
	2.7.2	Participate in the Murray Regional Tourism programs.	Completed	100%	Council has participated in projects from Murray Regional Tourism and Destination Riverina Murray as opportunities have presented.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.3	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Progressing	50%	Ongoing. Projects have supported through Riverine Plains and Corowa District Landcare.
	2.7.4	Provide effective and efficient Saleyard Management and Maintenance Services.	Completed	100%	The sheep throughput and sale prices have continued to remain strong for 2019-20.
	2.7.5	Implement the Saleyards Business Plan.	Progressing	90%	New Master-plan / Business Case currently underway. Grant application has been submitted for major State Government grant to progress further expansion and improvements to the facility.
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Completed	100%	Ongoing - Tourism website is actively maintained, with seasonal updates, hot deals, ATDW listings and content and is currently undergoing a full content refresh to incorporate the new tourism brand.
	2.8.2	Deliver quality information services that meets the needs of visitors.	Completed	100%	Visitor services centre operates at Corowa, with information also available at other Council customer centres, along with Council providing support for the Yarrawonga Mulwala Visitor Centre - ongoing action.
	2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	Completed	100%	High quality Tourism Stakeholder newsletter is developed and distributed on a monthly basis - ongoing action.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	Progressing	95%	Due to be completed end July.
	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Murray Region.	Completed	100%	Active participant in regional collaboration activities, including Marketing initiatives with Murray Regional Tourism, Destination Riverina Murray, and Destination NSW surround Councils and local operators - ongoing action.
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Completed	100%	Councils Tourism staff actively engage with Tourism operators to promote existing and assist to develop new products. Highlighted as part of the Destination Marketing Strategy - ongoing action.
	2.8.7	Advocate for investment in key tourism products, as per the Murray Region Destination Management Plan.	Progressing	80%	Council continues to advocate for funding support for tourism activation products as opportunities present.
	2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	Progressing	90%	Funding opportunities are scanned for key tourism industry growth projects. All Abilities Playground and Bangerang Park have been funded whilst Lake Urana, and Ball Park opportunities have been explored with applications submitted.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.9	Implement the Tourism Branding Strategy.	Progressing	90%	Tourism Brand Development Project is complete along with the brand guidelines and creative assets. Launch and Implementation will roll out of the Destination Marketing Strategy work that is currently being undertaken.
	2.8.10	Attract events to the region through the Event Sponsorship program.	Completed	100%	Events grants program was fully subscribed for 2019/20.
	2.8.11	Develop Recreational Vehicle Strategy.	Not Due To Start	0%	Project put on hold till 2020/21.
Enhance retail.	2.9.1	Streetscape improvements to make towns and villages more attractive for visitors.	Progressing	75%	Initial work being carried out in Sanger Street to restore existing infrastructure. Additional grant has been requested from Government.
	2.9.2	Support industry to address lost retail expenditure from the local area to nearby centres.	Progressing	60%	Investigative Report completed.
Support business development.	2.10.1	Support grants program for business development.	Completed	100%	Council has introduced the Grant Finder website to support both businesses and community groups in their search for funding. A specific events based grants program for business is in place.
Support business development.	2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes.	Progressing	90%	Information sharing with the Corowa Business Chamber is ongoing and support provided where possible.



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	80%	Service levels for maintenance for Parks, Sporting facilities, Cemeteries have been ongoing. A management plan for reserves is being developed.
	3.1.2	Maintain Corowa Bangerang Park Renewal project.	Completed	100%	The playground has been completed and has been added to the Presentation team's maintenance schedule.
	3.1.3	Maintain Mulwala Purtle Park All Abilities Playground.	Not Due To Start	0%	The playground is still under construction.
	3.1.4	Implement Urana Victoria Park Redevelopment.	Completed	100%	
	3.1.5	Implement targeted weed management program across the LGA.	Progressing	50%	
	3.1.6	Continue to implement new Biosecurity Act changes.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.7	Work with Landcare and Local Land Services for weed management and bush regeneration.	Completed	100%	We continue to work with Landcare with new and existing locations. Council have been maintaining these areas on a schedule that is ongoing. Kyffins reserve is an area that is managed by Federation Council and also LLS, grazing of cattle twice during the growing season has reduced fuel loads and protected native grasses.
Ensure attractive and vibrant public spaces.	3.2.1	Update and implement masterplans for Lonsdale Reserve and Lowe Square.	Progressing	60%	Lonsdale Reserve Master plan 2019-2029 has been put on exhibition to the public for a 28 day period closing on the 30-07-2020. Recent upgrades have been landscaping, tree planting, new playground, BBQ and shelter installation. The updated Lowe Square master plan is in the process of being developed. New additions to Lowe square are a new community centre building (Football/gym), and a new Tennis clubhouse facility.
	3.2.2	Implement Street Cleaning Services.	Completed	100%	
	3.2.3	Implement road side vegetation management, verge slashing and reserve mowing.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure attractive and vibrant public spaces.	3.2.4	Implement and monitor local litter laws.	Completed	100%	
	3.2.5	Develop a Tree Management Strategy to respond to a changing climate. Provide Tree Management Services. Development of a Tree Register.	Progressing	70%	The tree management strategy and tree register is ongoing and is in accordance with budget. This year we have completed an Arboricultural assessment on Ball Park Caravan Park. The 175 trees have been identified with a risk matrix, Gps location, species, age, height etc. All new trees that have been planted in Federation council are selected to handle the changing environmental conditions.
	3.2.6	Provide pest control and animal management / compliance services.	Completed	100%	
Conserve and utilise waterways, and develop their frontages.	3.3.1	Update and implement Mulwala Foreshore upgrades. Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	Progressing	60%	Work on all abilities playground has commenced. Little development in relation to new Murray River crossing.
	3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	Progressing	50%	Foreshore plan being prepared for Corowa and planning issues defined for all River and Creeks in the council area.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation.	Completed	100%	Completed projects are the Howlong common, South Corowa Lions revetment works for erosion. Wetland plants have been planted to create micro climates in these areas.
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders.	Completed	100%	The partnership with Landcare and continued education opportunities have been created to form a strong relationship for all involved.



Social Federation

Outcome:

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

Social Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	Progressing	80%	Consultation with key agencies and operators are ongoing as opportunities present.
	4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Progressing	80%	Rough draft completed. Graphic design team to prepare formal draft before going to Council workshop, then community for comment and finally Council meeting for approval.
	4.1.3	Review and update the Ageing Well Guide.	Completed	100%	Ageing Well Resource has been updated and is circulating in the community.
	4.1.4	Implement the actions within the Ageing Well Strategy.	Progressing	80%	Actions being implemented, committee meets regularly and well supported by Council staff.
	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Completed	100%	Over 750 seniors residents celebrated the 2020 NSW Seniors Festival in the Federation Council region by attending the Festival of Fun for Seniors 2020. Five events were held over a two week period. All events were booked out.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve healthcare.	4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Completed	100%	Meeting regularly with health stakeholders, and Council has representatives on both the Urana and Corowa Local Health Advisory Committees.
	4.2.2	Advocate for health services that meet the needs of the community.	Progressing	80%	Ongoing in partnership with health providers.
	4.2.3	Identify possible locations to supply health services - identify sites and cost estimates.	Progressing	90%	Support provided to the Corowa Medical Centre in relation to their purchase of land and future proactive expansion. Other sites identified in line with presenting opportunities.
	4.2.4	Support Interagency meetings.	Completed	100%	In 2019 / 2020 four inter agency meetings have been held with the May meeting (via video conferencing) have been hosted and chaired by Council staff.
	4.2.5	Work with Community Transport Services to improve access to health care.	Progressing	80%	Support provided when opportunities present.
	4.2.6	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Progressing	90%	Support provided regarding the provision of medical services in Urana and Oaklands. Ongoing contact with Primary Health Partnership in relation to new or emerging opportunities

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support young people.	4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	Completed	100%	The 2019/2020 term for the Federation Youth Council finished in May 2020 with another successful year with youth focused and driven initiatives, events and projects.
	4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	Completed	100%	A colour run in Mulwala for Youth Week 2020 had to be postponed due to COVID-19 social distancing rules. Event will occur once outdoor event ban is lifted. Instead the Youth Council launched their "I am Federation" social pages as part of Youth Week 2020.
	4.3.3	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	Progressing	60%	Being developed
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Completed	100%	Numerous projects were completed including the POPP Ping Pong Table Project working with the Howlong Public School students and the Memorial Plaza Mural working with Corowa High Students. COVID-19 has restricted any further projects.
	4.4.2	Advocate and support the sustainability of our schools.	Progressing	85%	Support provided to schools via grants support and other opportunities as required.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support access to quality education.	4.4.3	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	Completed	100%	<p>Council launched the "I am Federation" social pages, which provides a platform to inform and engage the youth of Federation Council about what is happening and what is available for young people in the area.</p> <p>COVID-19 has restricted any further opportunities for students to participate in any face to face activities delivered by Council.</p>
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Progressing	60%	<p>The School Drug Education Program in March had to be postponed due to COVID-19 restrictions. Scheduled to happen later in the year. CDAT funding received and call for members to occur in the next three months.</p>
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.2	Support agencies to provide Drug and Alcohol information and education.	Progressing	70%	<p>Host and chair the Interagency meetings and attendance at Children Services Meetings.</p> <p>Agencies attended the Ageing Well Expo and information was distributed on drugs and alcohol during the Seniors Festival.</p> <p>Children services Directory, Federation Youth Information Info sheet and Ageing Well Resource supports and list local agencies.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.5.3	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Progressing	90%	Council are members and attend, the Corowa and Urana Local Health Advisory Committee meetings to advise and promote Health Services and consider other Health needs for future advocacy. Support provided to Corowa Drug and Alcohol Team regarding programs at Corowa High.
Provide sport and recreational opportunities.	4.6.1	Provide Community Facilities Services.	Completed	100%	Facilities provided. Bookings impacted in later part of year due to COVID-19 closures.
	4.6.2	Finalise the Community Facilities Strategy.	Not Due To Start	0%	With the appointment of the Manager Recreation this project will be rescheduled to 2020/21.
Provide sport and recreational opportunities.	4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Completed	100%	Relevant information on grants and funding was provided to local sporting groups. Local sporting groups were engaged in the development of Sporting Precinct Master plans and projects under the Stronger Communities Major Projects Fund.
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops.	Progressing	90%	Provision of grant advice to community has been made available. Grant Finder website has been established.

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.	Completed	100%	The Federation Family and Children Service Directory has been updated, and available in hard copy or online. Directory has been distributed through schools and local children agencies across the Council area.
	4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	Completed	100%	Surveys sent out to stakeholders with options and costings to deliver extra day.
	4.7.3	Deliver the mobile preschool service in four LGA locations.	Completed	100%	Now delivering in five locations, ongoing actions.
	4.7.4	Undertake playground upgrades included in the Capital Works Program.	Progressing	85%	The Corowa skate park has been completed. The Purtle park all abilities playground is nearing completion.
	4.7.5	Bangerang Playground and Parks works.	Completed	100%	Completed. Positive feedback from the community has been pleasing.
Encourage community pride and spirit.	4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	Completed	100%	All community grants rounds have been undertaken throughout the 2019/20 financial year.
	4.8.2	Deliver events or activities that bring families and community together.	Progressing	70%	Events have been put on hold or postponed due to the COVID-19 event ban.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.8.3	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Progressing	90%	Ongoing. Partnerships through funding opportunities across drought and Stronger Country Communities grant programs. Increased involvement through Section 355 Committee support.
	4.8.4	Update the new residents pack, circulate and make available online.	Progressing	30%	Content is been developed.
	4.8.5	Continue to promote and encourage use of the free online community directory.	Completed	100%	Directory promoted
Encourage community pride and spirit.	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Completed	100%	This year due to COVID-19 restrictions, this year Council instead of having an event introduced the "Community Champions: Changing communities -Changing Lives" online initiative to recognise not only our volunteers but individuals, neighbours and community groups who have shown compassion, kindness and a helping hand to people in their communities during times of need. Many beautiful, encouraging and heart-warming stories were shared.
	4.8.7	Facilitate volunteer coordination and support.	Completed	100%	Strong support provided to our valued volunteers, and engagement occurs at many levels including with our many section 355 committees.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.8.8	Attract and facilitate new events to the area.	Completed	100%	The Event Sponsorship Program and Community Grants Program supported a number of new events in 2019/2020.
	4.8.9	Commencement of Ball Park Foreshore Removable Cafe Project. Completion of Corowa to Mulwala Cycleway.	Progressing	20%	The foreshore cafe is with community services is in the planning/approval phase. The Corowa to Mulwala cycleway has been planned to commence with engineering approval.
	4.8.10	Deliver Cemetery Management Services.	Completed	100%	Ongoing services are continuing to be provided.
Ensure community safety.	4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	Progressing	90%	Ongoing. Worked with stakeholders surrounding issues relating to migrant relocation.
	4.9.2	Implement the Road Safety Program.	Completed	100%	Some projects in Q4 were cancelled due to COVID-19 restrictions.
	4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Completed	100%	Ongoing service delivered to a high standard.
Celebrate the areas rich culture and heritage.	4.10.1	Continue to facilitate an "arts alliance" network through meetings and partnerships.	Completed	100%	Federation Arts and Cultural Advisory Committee continues to meet monthly and progress projects.
	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Completed	100%	
	4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	Completed	100%	The National NAIDOC Committee has decided to postpone NAIDOC Week 2020 (5 July - 12 July) in the interest of safety due to COVID-19
Celebrate the areas rich culture and heritage.	4.10.5	Support local artists and galleries to foster a creative community.	Completed	100%	Federation Arts and Cultural Advisory Committee was established, support for Federation Arts Committee and annual Art Show in Corowa, and Urana Art Sale (both ran by section 355 Committees of Council) was undertaken. Support also provided for local arts and cultural events and projects via community grants. Cross promotion of local events and activities, and liaising with local artists has also occurred. Support provided via a range of grant programs, for additional projects for Morundah Community Centre/Opera House.
	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Progressing	80%	Included as an action in the Federation Arts and Cultural Strategy 2021-2025.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Progressing	55%	Developing in conjunction with the Federation Arts and Cultural Advisory Committee and included as an action in the Federation Arts and Cultural Strategy 2021-2025.
	4.10.8	Continue to implement Sister City Exchange Program.	Completed	100%	Ongoing. Miki City visit to Federation Council was postponed until August 2021 and will be dependent on International Travel bans. The Miki City Advisory Committee has been established.
Celebrate the areas rich culture and heritage.	4.10.9	Develop a strategy to assist development of the Federation Museum.	Progressing	90%	Ongoing. Discussions with Federation Museum group to support future development needs including Building maintenance and upgrades and storage of museum artifacts.
	4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	Progressing	50%	Included as an action in the Federation Arts and Cultural Strategy 2021-2025.
	4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	Progressing	50%	Support provided where possible.
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Progressing	90%	Ongoing. Committee in place and working well. Implementation occurs subject to funding and applicable projects.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.11.2	Facilitate and support the Disability Access Committee.	Progressing	50%	Disability Advisory Committee Terms of Reference developed and call for members will begin in July 2020.
	4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	Progressing	50%	Ongoing. Any local plans will be considered in Council's longer term strategic plans.
	4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	Progressing	90%	Ongoing. Constant contact with the Traffic Safety Committee and Disability Action Plan Committee and Customer Request System ensure issues are captured. Advice provided to Council and developers as required.
Provide library services and programs accessible to all residents and visitors.	4.12.1	Maintain libraries in Corowa, Howlong and Mulwala that are vibrant community spaces and provide opportunities for all members of the community.	Completed	100%	Services and programs were disrupted due to COVID 19 closures, but libraries provided a home delivery service for patrons.
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to smaller communities.	Completed	100%	The mobile library was off the road, due to COVID 19 and planned maintenance. A library delivery service to the smaller communities was initiated to maintain services.
	4.12.3	Deliver school holiday programs across the council area.	Progressing	75%	Scheduled programs delivery was interrupted due to government regulated closures for COVID 19, and ongoing restrictions to group activities.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Completed	100%	Lifelong learning continued during the COVID 19 closure, staff were able to help customers via phone.
	4.12.5	Provide a free delivery service to housebound library patrons.	Completed	100%	Staff replaced volunteers to provide a delivery service to housebound patrons, while maintaining strict hygiene protocols for COVID 19.
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Completed	100%	Due to COVID 19 restrictions, programs such as Storytime, have been provided online.
Provide library services and programs accessible to all residents and visitors.	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Completed	100%	Ongoing service provided, except during COVID 19 closure. Service resumed 9th June, with some restrictions, due to COVID 19 protocols.
	4.12.8	Encourage library membership by promoting the range of services available.	Completed	100%	Despite the library buildings closure for COVID 19, new members continued to join on line. They were able to access digital resources during the lock-down. This was promoted online, and it was very popular.
	4.12.9	Facilitate some interactive programs for young people.	Progressing	75%	Due to COVID 19 restrictions some programs were cancelled, to be rescheduled when government regulations allow.
	4.12.10	Facilitate the provision of online cemetery records.	Progressing	50%	



Well-Governed Federation

Outcome:

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

Well-Governed Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.1	Conduct a review of rates to establish a common rates system across the LGA. Implement Council rate review findings and recommendations.	Progressing	60%	Initial modelling has been undertaken of possible rates options for 2021/22. With the COVID-19 pandemic delaying progress, engagement with the local community will be undertaken later in 2020.
	5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	Not Progressing	0%	Now that the Long Term Financial Plan has been developed, this process will be considered over 20/21 as Council continues to drive improvements in all aspects of Financial (including Asset) management.
Work toward the equitable servicing of all areas.	5.2.1	Work with regional and state organisations to ensure consideration of cross council and border issues.	Completed	100%	Maintained close contact with the office of the NSW Cross Border Commissioner, particularly in relation to the COVID-19 pandemic and the impact of potential border restrictions.
	5.2.2	Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	Completed	100%	Council continues to ensure its strategies, including on Waste Management, Tourism and Economic Development, and Procurement, include adjoining factors relevant from adjoining Councils and the region more broadly.
	5.2.3	Continue to actively seek grant funding for a range of projects across the council area.	Completed	100%	Ongoing, grants regularly applied for, for key priority projects/programs. Grant office employed. Success in grant applications across a range of areas.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.4	Deliver major projects as funded by the Stronger Communities Program.	Progressing	80%	Projects continuing under this program.
	5.2.5	Deliver projects as funded by the Stronger Country Communities Program.	Progressing	70%	Projects being delivered to meet funding requirements across 2019-2021.
	5.2.6	Deliver projects funded by the Regional Growth Fund.	Progressing	60%	Projects continuing under this program including new Corowa Pool complex and Corowa to Mulwala Bike Trail. Various projects also completed.
	5.2.7	Report on ongoing service provision and expenditure by area.	Progressing	50%	Service levels and costings have been further developed through the Long Term Financial Plan project. Improved internal reporting has commenced. Further work on external reporting will commence later in 2020.
Ensure good governance and administration.	5.3.1	Implement Long Term Financial Plan.	Progressing	65%	A comprehensive Long Term Financial Plan (LTFP) has been developed for the period 2020/21 to 2029/30. A full service costing approach was undertaken to identify the current and future financial needs of Council. This also considered the assets required each service area and future asset management needs. The LTFP was adopted in principle by Council on 29 June 2020. A final version will be considered by Council at its meeting on 30 July 2020 and will then be implemented.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.2	Review and re-develop Delivery and Operating Plan budgets.	Progressing	95%	The draft Delivery Program, Long Term Financial Plan 2020/21 to 2029/30 and Annual Budget 2020/21 was adopted in principle by Council on 29 June 2020. This was one month later than usual given extended timeframes resulting from the COVID-19 pandemic. Following the public exhibition period, final plans will be adopted on 30 July 2020.
	5.3.3	Demonstrate appropriate, effective and efficient financial services.	Completed	100%	Extra resource as enabled an increase the financial services provided effectively.

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	75%	Development of and Internal 'Procurement Guidelines' Document that provides guidance, tools, flowcharts and best practice in relation to the Procurement Policy, that was endorsed by Manex on 26 March 2020 and circulated to staff via email and other communications, Commencement in usage of Council's Contracts Register Module, Development and operation of Council's 'Source Procurement Page" and updated work to Council external Internet Page to assist public access, methods and understanding. Commencement 'GIPA' Reporting for Contracts Over \$150K to Legislative standards and is available of Council's Internet Site. Business case and funding proposal to Management continuing for 'Vendor Panel' Upgrade. Panel Contract scoping and engagement with key areas temporarily effected by Covid -19 disruptions.
	5.3.5	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Completed	100%	The Delivery Program and the Long Term Financial Plan 2020/21 to 2029/30 have been developed to deliver on Council's key objectives and strategies that are contained in the Community Strategic Plan, 'Our Community Our Opportunity'.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.6	Provide Councillor Support Services.	Completed	100%	Services provided, Covid-19 meaning no Council face to face meetings and workshops/briefing sessions, since late March has been an issue with not being able to be together physically to discuss/debate things as well. Plans to reconvene face to face in 20/21 when suitable venue/space Covid-19 safe plan can be applied. Also other Councillor training/events have been cancelled due to Covid-19. Reconsidering to more on-line formats.
	5.3.7	Implementation of new system/software for the management of reports, actions and distribution of Council meeting agendas and minutes.	Progressing	75%	3 Quotes received. Assessment being conducted.
	5.3.8	Policy framework implemented	Completed	100%	
	5.3.9	Ensure a proactive approach to the release of information where possible.	Completed	100%	Ongoing action for responding to requests for information. GIPA Agency Information Guide updated and 14 new documents added to website for ease of access, clarification of privacy considerations and exchange of information between public agencies also added following discussions with other agencies and establishment of clearer processes to enable compliance with privacy regulations.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.10	Implement Councils internal audit program.	Completed	100%	Annual report to Council from the Chair provided to Council. Meetings held in accordance with Terms of Reference and guidelines. Reports on Internal Audits and meeting actions provided at each meeting. New EOI to be developed for next 3 years.
	5.3.11	Review and implement Councils Privacy Management Plan.	Progressing	80%	Privacy policy reviewed awaiting approval. Privacy management plan currently under review and needs to consider Covid-19 as a medical condition therefore we need to be mindful of how we deal with the knowledge of a staff member or stakeholder who may be affected by this.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.12	Manage Councils insurance claims in a cost effective manner and in accordance with customer service charter.	Progressing	60%	<p>A data base made available via StateCover to its members has been working quietly in the back ground. Due to many projects within Council the launching of this great tool has been delayed by 12 months. However, all incidents have been populated into the system enabling management, auditing, investigations, reporting to now be completed. This is assisting in identifying trends, weaknesses etc.</p> <p>It is paramount that Council has robust developed/adopted systems/processes to support decision making within the organisation at all levels. Without these it is very difficult for Council to defend itself should the need arise.</p> <p>Statewide Mutual has a number of best practice and guidance materials to assist in the development of the processes. Example: Roads, Bitumen Resealing, Footpaths, Trees & Tree Root management, Swimming Pools, Saleyards etc. These are have been provided to service areas for reference, and further copies are available via the Risk Management Coordinator.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	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	80%	Delegations drafted and awaiting final determination on items flagged with Manex.
	5.3.14	Staff and Councillors are provided with training on Conflict of Interest.	Progressing	60%	Online training arranged for Councillors. Due to be completed by 30 June 2020 but not all finalised. Follow up in 20/21.
	5.3.15	Finalise documentation to support council committees.	Progressing	90%	Documentation for committees is now on the website. Committees need to be notified.
	5.3.16	Provide information to councillors on training and development opportunities. Councillor Professional Development Plans in place.	Progressing	75%	Training calendars have been provided to Councillors for available training and some training arranged.
	5.3.17	Provide Council Records Services.	Completed	100%	Ongoing service provided.
	5.3.18	Implement long-term strategy for creating, registering and disposing of hardcopy and electronic records.	Progressing	5%	Pursue in 20/21.
	5.3.19	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Completed	100%	Ongoing service provided.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.20	Continue implementation of Record Management Review and IT Services Review actions.	Progressing	75%	Underway and to continue across 2020
	5.3.21	Develop Crowns Land Management Framework.	Progressing	70%	Ongoing. Draft content developed. Natural Bushlands Assessments complete.
Ensure extensive communication and consultation with residents.	5.4.1	Ongoing rollout of new functionalities for Council's digital channels.	Completed	100%	Continually improving Council's digital presence.
	5.4.2	Review and maintain Council's Customer Service Charter.	Completed	50%	Ongoing service provided.
	5.4.3	Implement Council's Community Engagement Strategy.	Completed	100%	Strategy implemented and communication/engagement sub-strategies and plans are developed as need arises, for more specific projects.
	5.4.4	Implement Council's Corporate Communications Strategy.	Completed	100%	Strategy Implemented - annual action plan development underway for service areas.
	5.4.5	Implement internal communications and engagement policy.	Completed	100%	Council's new 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.	Completed	100%	Council's branding assets are consistently used and accurate usage monitored in public facing communication and campaigns.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Completed	100%	A vast array of media opportunities are captured, and updated photos and other content has been completed particularly in the tourism and marketing areas. Communication and Engagement plans developed to support tourism offer and assets in the Federation Council region.
Ensure quality customer service.	5.5.1	Respond to all customers in accordance with the Customer Service Charter.	Completed	100%	Ongoing. Services in response to customer needs are in line with charter requirements with Council continuing to work towards improving customer request management.
	5.5.2	Implement a customer satisfaction program to understand strengths and areas for improvement.	Completed	100%	Change this action to two yearly in line with Community Survey, and develop a program to work on areas following survey results.
	5.5.3	Promote and maintain a user-friendly customer request system.	Completed	100%	
	5.5.4	Continue to monitor functionality of Council's website.	Completed	100%	The Corporate website engagement continues to grow substantially. Quarter 4 key performance statistics are: Sessions/visits 33,064, Page Views 67,458, Users 18,207.
	5.5.5	Implement actions to improve access to customer service centres.	Progressing	70%	Lift installation is complete, just waiting for it to be signed off. Physical access to other sites is reasonable. Online systems have been improved to provide alternative means to access Council's customer service centres.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.6	Provide public access to cemetery information and process transactions through Authority.	Progressing	50%	In progress
	5.5.7	Assess key service areas of council and develop schedule of service reviews.	Completed	100%	Merge this with 5.1.2 for 20/21 Operational Plan and provide new action, to reflect service mapping work currently being finalised. The restructure finalised in this quarter allowed for a greater alignment of structure/management positions to services. Service mapping project has defined and identified the services, and the Business plans/units that these services sit within.
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	80%	<p>Council officers have been focused on developing and implementing a project plan to address deficiencies in Council's risk and safety systems, with recommendations for improvement identified in past audits conducted by both StateCover and Statewide Mutual.</p> <p>A safety management documentation system is well underway with stage 2 completed; this includes 25 developed policy and procedures including templates to support. Unfortunately due to COVID-19 delays in this roll out have been unavoidable. Further work, particularly in relation to staff training and developing a more mature safety culture, will be progressed through 2020/21.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.2	Provide Financial Management Services.	Completed	100%	Financial services have been provided throughout the financial year.
	5.6.3	Maintain efficient payroll services.	Completed	100%	Payroll services have been provided throughout the financial year.
	5.6.4	Implement the Workforce Strategic Plan 2018-2021.	Completed	100%	Ongoing, significant work was undertaken to ensure the new organisational structure is reflected in the new Delivery Program and Long Term Financial Plan 2020/21 to 2029/30.
	5.6.5	Continue to implement staff performance reporting.	Progressing	80%	
	5.6.6	Maintain IT and technical support for Council.	Completed	100%	Ongoing service provided to a very high standard based on internal staff/user feedback.
	5.6.7	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Completed	100%	Ongoing service provided.
	5.6.8	Review security of Council assets, people and property.	Completed	100%	Significant work has been undertaken on protecting Council's assets, with an increased focus on cyber security measures to protect information held by Council.

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	Ensure staff are engaged with and update staff intranet.	Completed	100%	Council's Intranet platform, The Source, was launched in November 2019 across the organisation and is very successful. 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.
	5.6.10	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	Progressing	80%	
	5.6.11	Conduct careers days and volunteer days in collaboration with school and local institutions.	Progressing	70%	Planning on being part of the careers day again. Always in constant contact with the local schools career adviser on work experience kids, employment opportunities etc.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.12	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	80%	<p>The Work Health and Safety Action Plan for 2019-2020 is progressing with many items being addressed or completed. A Business Continuity Plan has been developed and adopted. An IT Disaster Recovery Plan has been developed and will undergo testing in 2020/21.</p> <p>The COVID-19 pandemic has resulted in the prioritisation of risk services towards supporting the COVID safe delivery of Council services. This has delayed some risk projects, including the Site Specific Emergency Management Project. These projects will be progressed in 2020/21.</p>
	5.6.13	Provide Risk and Compliance Services.	Completed	100%	Available risk and compliance services have been provided to all parts of the organisation during 2019/20.
	5.6.14	Support Council Mapping Systems across the organisation.	Completed	100%	Ongoing service provided.
Effective asset management.	5.7.1	Implement Asset Management Plan.	Progressing	60%	Existing Asset Plans being implemented, and revised plans are being completed as part of the Long Term Financial Plan project across 2019/20 for implementation in 2020/21.
	5.7.2	Review all assets and condition and compile register.	Progressing	80%	Most asset class inspections are completed, and condition rating and inspections are ongoing and are also a part of the Long Term Financial Plan project underway currently.

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.	Completed	100%	Additional staff have been assigned to this area and are working on gaining better asset data.
	5.7.4	Complete external asset audits.	Progressing	50%	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	75%	Progressing and on time to enable reporting to be completed for 31st October 2020 deadline.
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Completed	100%	Support supplied during reporting period especially in relation to COVID 19 outbreak, Committee reformed and meetings held. Further works required in 2020 to update Council wide Emergency Management Plan.
	5.8.2	Support After Hours Emergency Response.	Completed	100%	