



**FEDERATION
COUNCIL**

Our Community
Our Opportunity
2028



FEDERATION COUNCIL

DELIVERY PROGRAM

2018-2022

&

OPERATIONAL PLAN

2021-2022

www.federationcouncil.nsw.gov.au

Record No: 21/10465
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(02) 6033 8999 during business hours
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www.federationcouncil.nsw.gov.au

**Federation Council
recognises Aboriginal
people as the original
inhabitants & custodians
of all the land and water
in the Federation Council
area and respects their
enduring cultural and
spiritual connection to it.**

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EXECUTIVE SUMMARY

Welcome to Council's combined Delivery Program 2018-2022 and Operational Plan 2021-2022. The Delivery Program summarises the activities the Council has prioritised to achieve the strategic goals in the Community Strategic Plan (CSP). The development of the Community Strategic Plan was one of Council's key responsibilities following the September 2017 election and community consultation in early 2018 and set the community's 10 year vision.

The Delivery Program:

- Summarises the activities Council has some responsibility for in the CSP and turns the goals into actions.
- Addresses the full range of the Council's operations with all plans, projects, activities and funding allocations of the Council required to be directly linked to the Delivery Program.
- Is the key 'go to' document for Councillors.

The Delivery Program is monitored by Council through its 6-monthly Progress Report. This final year of the Delivery Program will be delivered by the Council and will also set the priorities for the incoming Council following the election, until 30 June 2022. A new Community Strategic Plan and Delivery Program will be developed in consultation with the community early in 2022.

Council is looking forward to the finalisation or progression of further priority projects and initiatives for this final year in order to meet the objectives of the CSP, some of which include:

Built Federation

Key infrastructure projects including the finalisation of the Water Cycle Management Plan and Flood Management Plan for Urana and surrounding villages, progression of Sanger Street Corowa works, finalisation of Corowa Aerodrome lease, completion of the Council wide Waste Management Strategy and finalising the Federation Council Local Environmental Plan and supporting studies

Economic Federation

Continuing to encourage investment into the region and development of industrial land as well as continued improvements to Saleyards as part of the completion of the Economic Development Strategy, finalisation of Ball Park Caravan Park tender and business operations, implementation of North of the Murray Branding strategy and implementation of findings and recommendations of agricultural industry gap analysis and feasibility study.

Natural Federation

Council will continue to provide ongoing weed management and road side vegetation management as well as the provision of pest control and animal management services. The development of a masterplan for the Howlong foreshore and progression of the Corowa foreshore upgrades are long awaited projects and will further enhance opportunity's for the community to enjoy tranquil and attractive recreational spaces.

Social Federation

Strengthening opportunities for close knit and welcoming communities where people come together and support each other will occur through a Youth Council lead project to support the development, maintenance and roll out of a mental health services directory for our young people and the ongoing support for Community Drug and Alcohol initiatives. Further expansion of mobile preschool services across small localities will enhance access to education for young families whilst the delivery of Council's Disability Inclusion Access Plan and facilitation of events for seniors and our families will enrich opportunities for social connectedness and wellbeing.

Well Governed Federation

This year will see a continued focus on ensuring Council's administrative responsibilities are met including financial sustainability and reporting, asset management, maintaining security of IT systems and protection of data, compliance and risk as well as safety and wellbeing of staff. Further opportunities to make improvements to customer experiences and communication with residents will also be embraced.

OUR COUNCILLORS



Mayor

Cr Patrick
Bourke

Federation Council is governed by nine elected Councillors elected in September 2017. Following the election, Council engaged with the community during the preparation of the new Community Strategic Plan. The priorities identified informed Council's strategic direction for the Council until 30 June 2022 as outlined in this Delivery Program which includes the final year's Operational Plan.



Deputy Mayor

Cr Shaun
Whitechurch



Cr
Andrew
Kennedy



Cr
Bronwyn
Thomas



Cr
David
Longley



Cr Fred
Longmire



Cr Gail Law



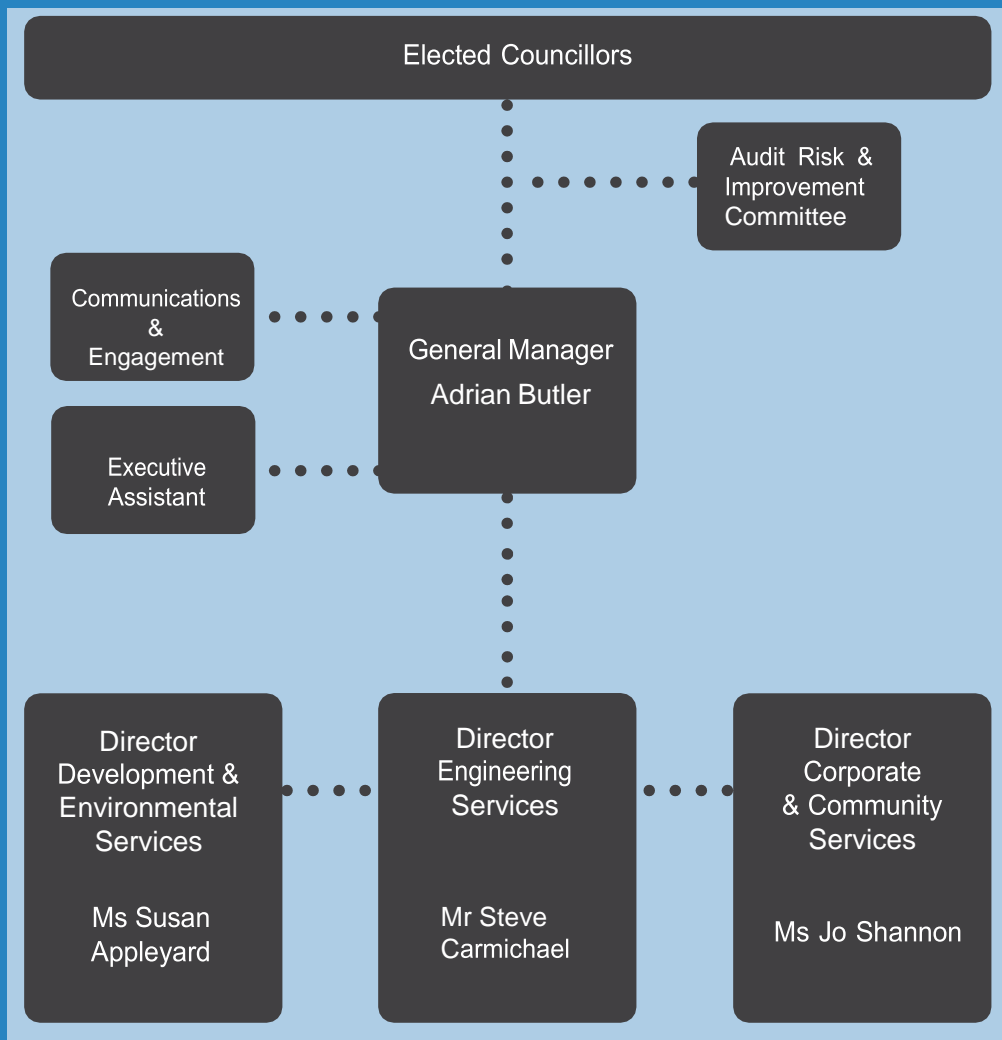
Cr
Norman
W Wales
APM



Cr Paul
Miegel

ORGANISATIONAL STRUCTURE

Federation Council comprises of four departments, led by our executive management team, being the General Manager's unit, along with the three departments led by each Director.



Pictured above: Mr Adrian Butler, Ms Susan Appleyard, Mr Steve Carmichael and Ms Jo Shannon.

OUR COMMUNITY VISION & VALUES

Federation - Creating Opportunities, Celebrating Communities

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

We seek the following outcomes:

1. Built Federation

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

2. 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.

3. Natural Federation

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

4. Social Federation

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

5. Well-Governed Federation

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

Extensive consultation across the first half of 2018, gave us the community's vision and aspirations of "Creating Opportunities, Celebrating Communities". These were translated into outcomes for the community as shown on this page and are detailed in the 10 year Community Strategic Plan (CSP).

Council will work in partnership with other organisations and agencies to help achieve these outcomes, with consideration of current issues, commitments, pressures and level of resources as strategies are achieved.

This combined Delivery Program and Operational Plan is Council's roadmap that we call "Our Community - Our Opportunity – 2028". All of Council's identified projects and priorities in this plan are underpinned by the CSP. It aligns our strategies with the outcomes and aspirations of the community.

This document is supported by Council's Long Term Financial Plan 2021- 2031 (which includes the Annual Budget 2021/22 and Revenue Policy). These are provided in supplementary documents and are available on Council's website www.federationcouncil.nsw.gov.au

COUNCIL'S VISION & VALUES

To be “A quality Council with an ongoing focus towards continuous improvement. We are committed to building, celebrating and supporting strong, sustainable and diverse communities”.

Accountability

We will plan well and report on our progress.
We will ensure fair and transparent decision making and take responsibility for our actions.

Collaboration

We support each other as a team and will engage closely with the community.

Customer Focus

We will be responsive and accessible to the community.
We will be open, respectful and truthful with our dealings.

Embracing Change

We will create our future by being innovative and encouraging new ideas, opportunities and better ways of doing things.

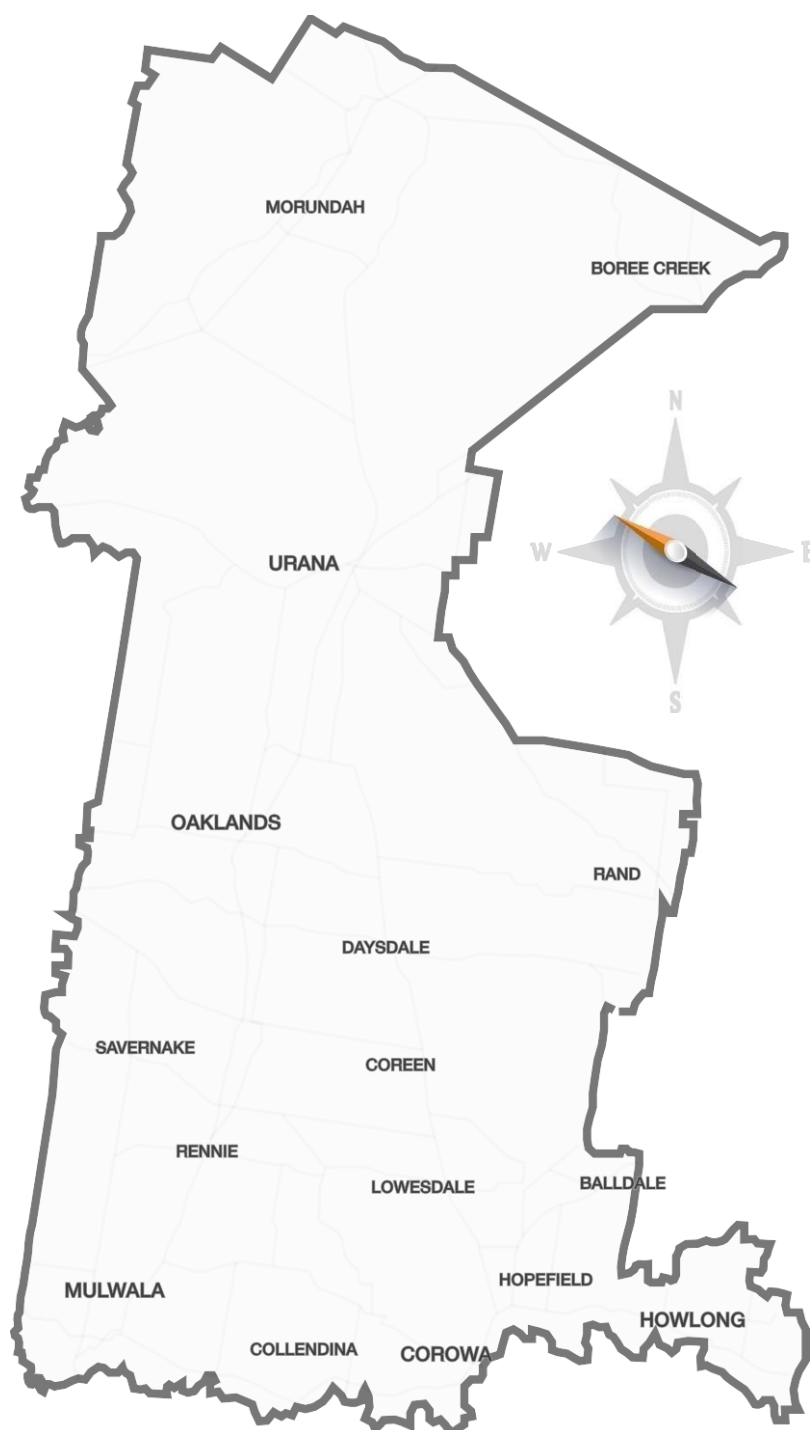
Quality Outcomes

We will strive for excellence and to deliver value for money for our community.

OUR COMMUNITY

Federation Council is home to the vibrant and diverse communities of Balldale, Boree Creek, Buraja, Coreen, Corowa, Daysdale, Hopefield, Howlong, Lowesdale, Mulwala, Oaklands, Urana, Morundah, Rand, Redlands, Rennie and Savernake.

We are located in an agriculturally rich and diverse area on the border of New South Wales and Victoria, in the Southern Riverina region in one of the most productive wool, grain, pig, lamb and beef cattle growing areas in Australia.



Population

12,498 (Up 1.31%)

ABS Estimated Resident Population 30 June 2020

Square km

5,685

ABS – as presented in Profile id.

Average Age

49

ABS Census 2016

Largest Industry

(by employment)

Agriculture, Forestry and Fishing

National Economics (NIEIR) - Modelled series.
2020

ABOUT THIS PLAN

While the Community Strategic Plan (CSP) sets the community’s priorities for the future, the Delivery Program and Operational Plan detail the Council’s plan of action for responding to these priorities.

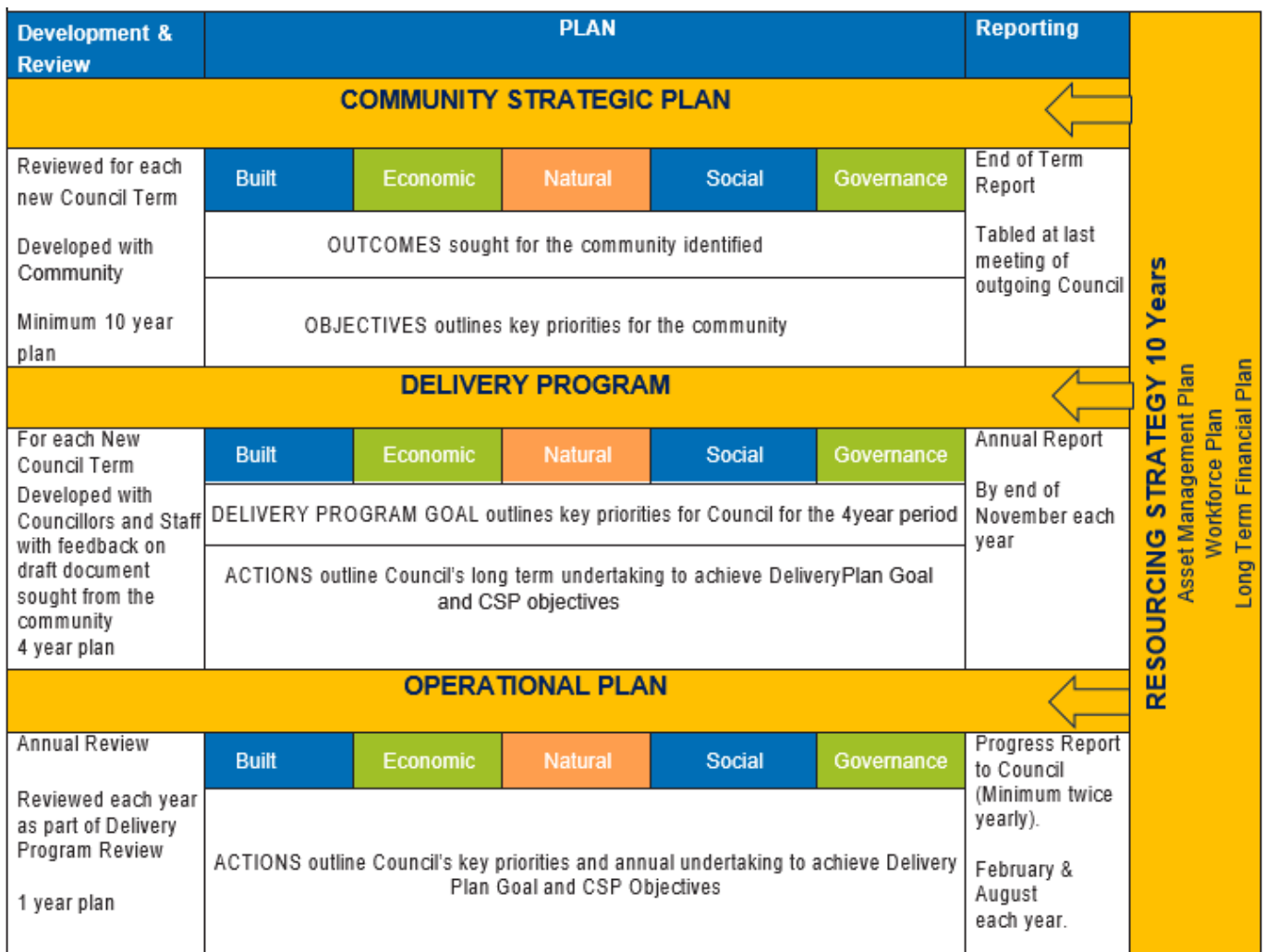
The Delivery Program is the Council’s roadmap to achieve the objectives within the Community Strategic Plan that are within its area of responsibility. It is a four year plan aligned to the term of the elected Council.

The Operational Plan is a one year sub plan to the Delivery Program outlining projects and services to be delivered to achieve the commitments of the Delivery Program.

Both the Delivery Program and Operational Plan represents the CSP themes of **Built, Social, Environmental, Economic and Governance** in its outcomes to incorporate the principles of access and equity and social justices.

Council’s Resourcing Strategy provides the link between our Community Strategic Plan and Council's Delivery Program and Operational Plan. It outlines how we will meet our obligations now and in the future, taking into account our workforce, our finances and our assets. This must be prepared for a minimum 10 year period. The budget is then reviewed annually to consider any key priorities and identified risks that might impact on the completion of services and projects. (Eg. Covid-19, loss of key skills, major environmental disaster, loss of funding or investment income through financial market downward fluctuations, change of government, etc.)

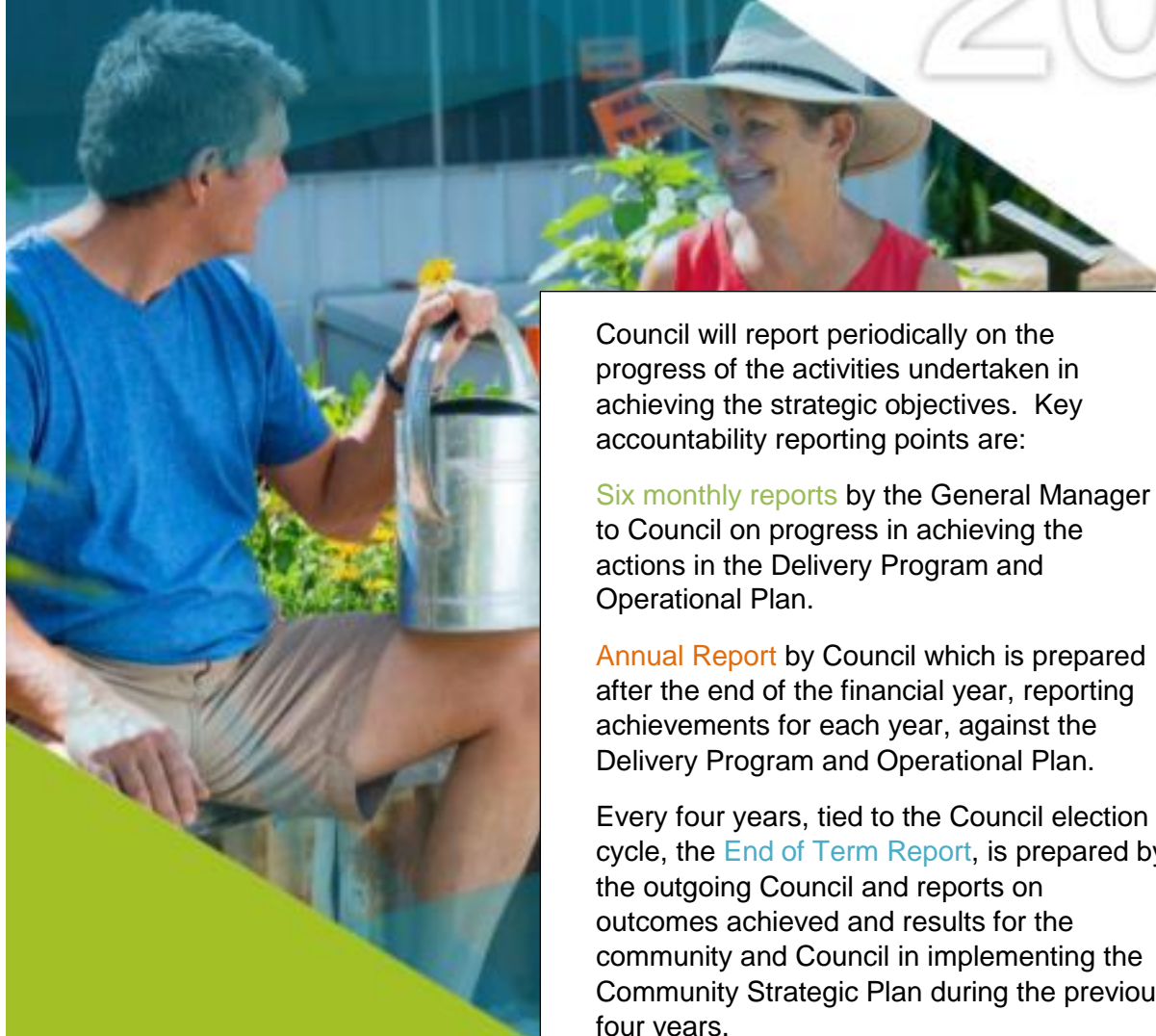
The diagram below shows how the various levels of the planning framework connect.



REPORT ON PROGRESS

ANNUAL REPORT

2019
20



Council will report periodically on the progress of the activities undertaken in achieving the strategic objectives. Key accountability reporting points are:

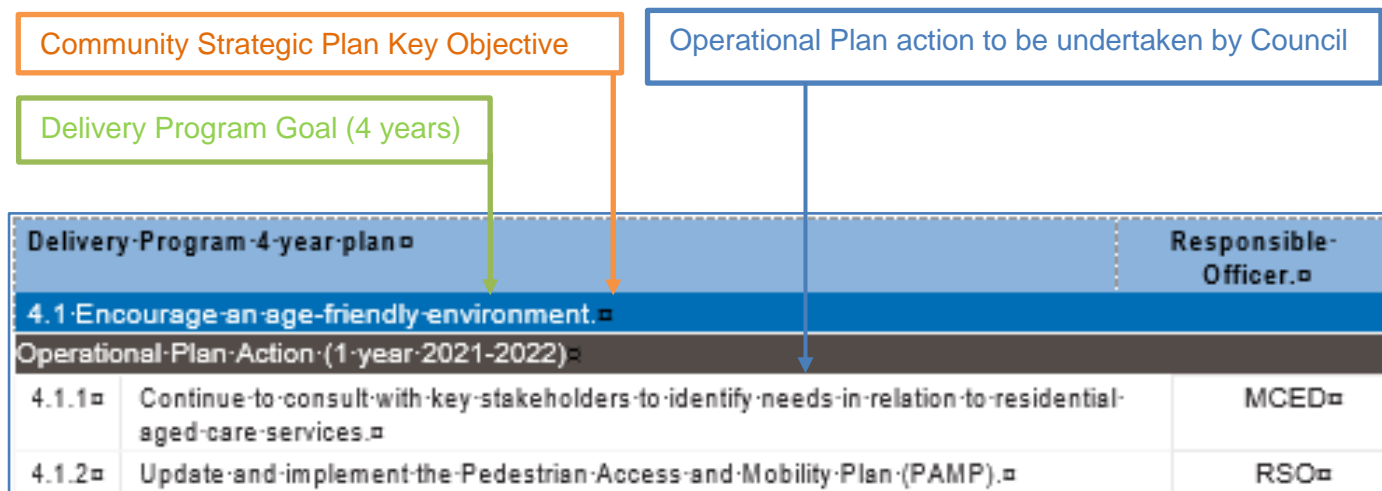
Six monthly reports by the General Manager to Council on progress in achieving the actions in the Delivery Program and Operational Plan.

Annual Report by Council which is prepared after the end of the financial year, reporting achievements for each year, against the Delivery Program and Operational Plan.

Every four years, tied to the Council election cycle, the **End of Term Report**, is prepared by the outgoing Council and reports on outcomes achieved and results for the community and Council in implementing the Community Strategic Plan during the previous four years.

The incoming Council must undertake a review of the Community Strategic Plan and develop its own Delivery Program for the ensuing four years.

HOW TO READ THIS PLAN

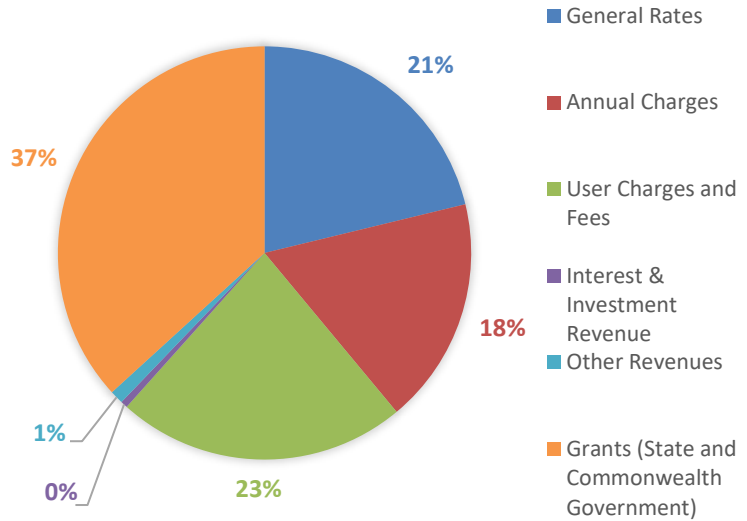


Responsible Officer Key	
CT	Coordinator Tourism
DCCS	Director Corporate and Community Services
DDES	Director Development and Environmental Services
DES	Director Engineering Services
EDO	Economic Development Officer
EA	Executive Assistant
GM	General Manager
GO	Governance Officer
GRO	Grants Officer
HRA	Human Resources Adviser
MCE	Manager Communications and Engagement
MCED	Manager Community and Economic Development
MEFR	Manager Environment Facilities and Regulations
MF	Manager Finance
MFE	Manager Facilities and Environment - North
MI	Manager Infrastructure
MICS	Manager IT and Customer Service
MO	Manager Operations
MPD	Manager Planning and Development
MR	Manager Recreation
MU	Manager Utilities
PO	Property Officer
RMC	Risk Management Coordinator
RSO	Road Safety Officer
TLCD	Team Leader Community Development
TLL	Team Leader Library
TLMP	Team Leader Mobile Pre Schools

BUDGET SUMMARY

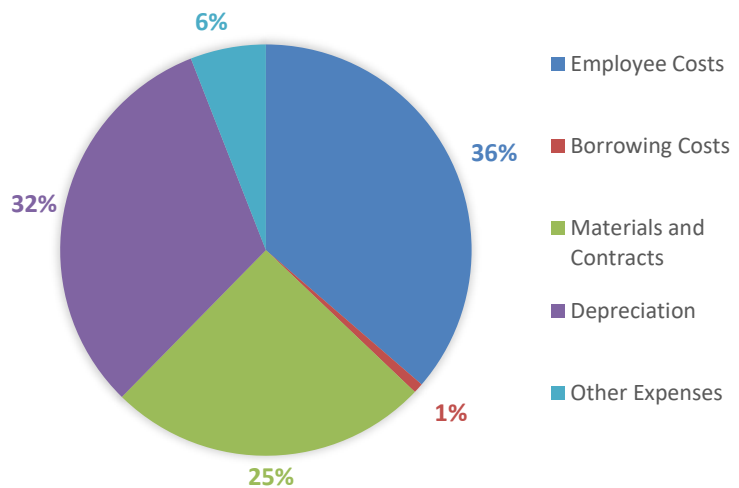
Operating Revenue

Budgeted revenue of \$42.0 million comes from a range of sources including ratepayers, State and Commonwealth Government and users of specific services.



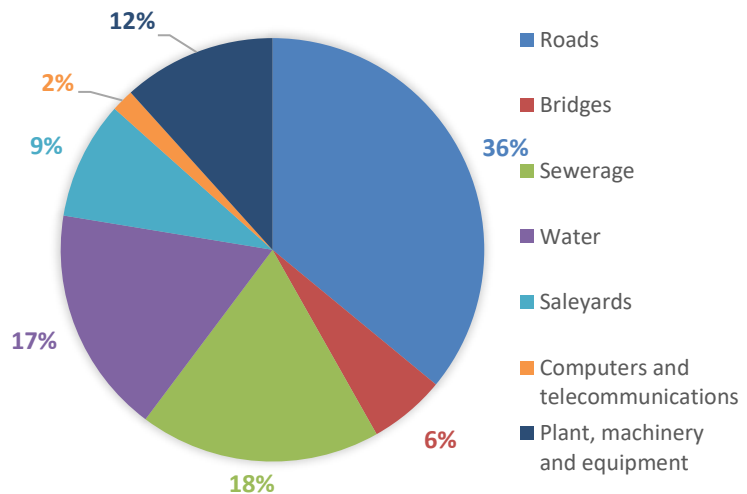
Operating Expenditure

Budgeted expenditure of \$43.2 million will fund the delivery of an extensive range of Council services and meet Council's existing legislative and contractual obligations.



Capital expenditure

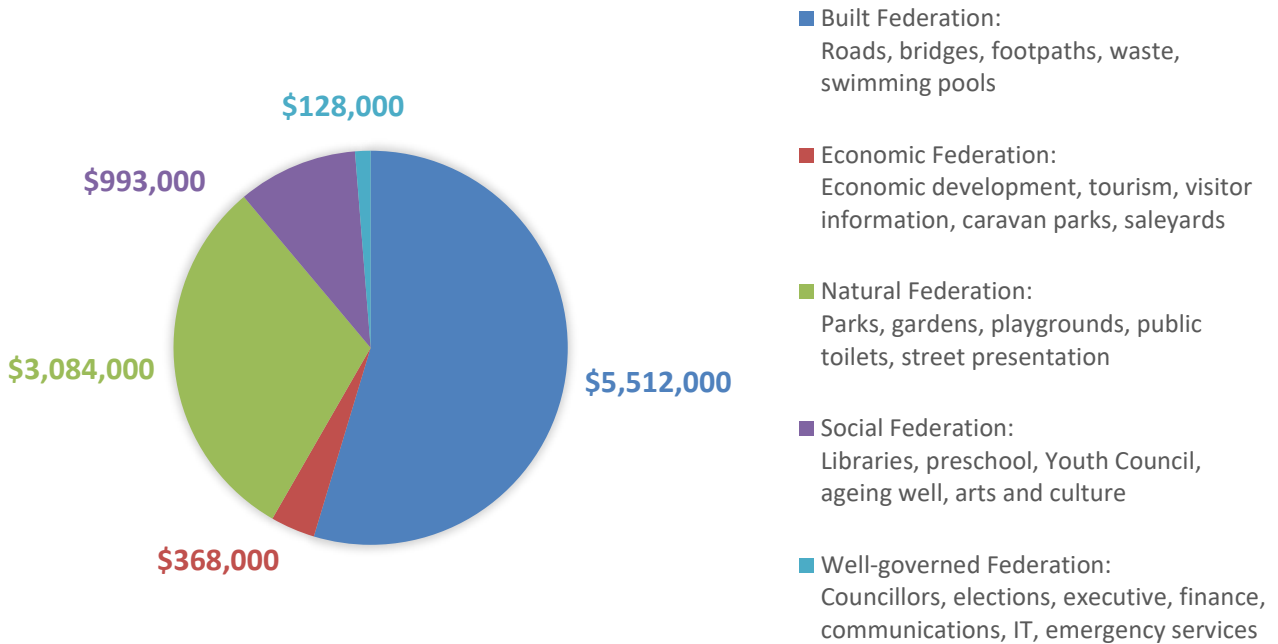
The Capital Works program is budgeted at \$15.5 million for 2021/22.



HOW DO MY RATES FUND SERVICES

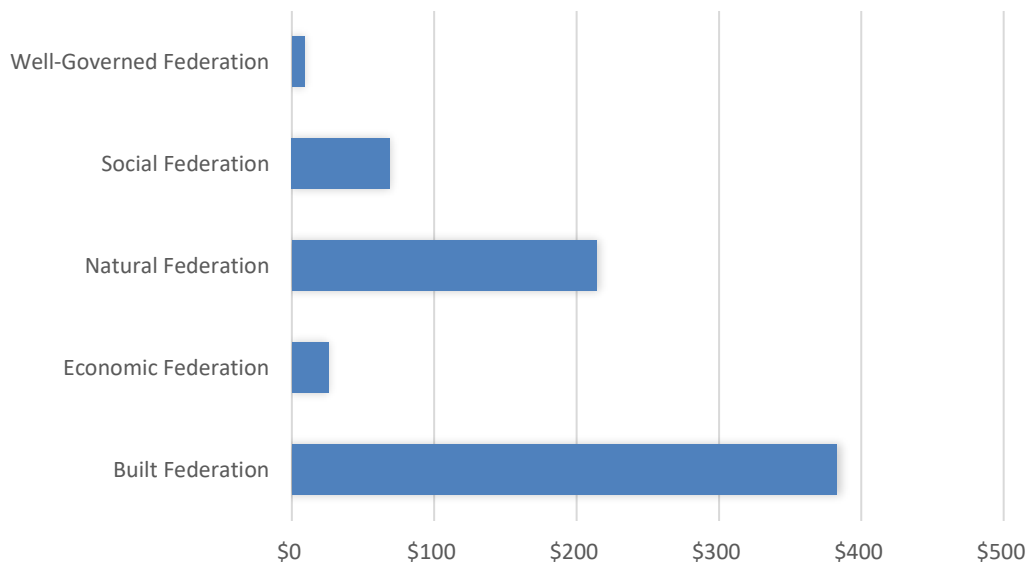
Council levies general rates on properties across the Federation Council area. These funds contribute to the costs of delivering numerous services to the community.

In the 2021/22 year, rates totaling \$8.9 million will be collected to support services within each of the following areas:



Further detail on specific services and initiatives in each area is provided in the remaining pages of this plan.

So for a property with a general rate bill of \$700, the following contributions will be provided for each service area.



BUILT FEDERATION

Objective

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

Outcomes:

- Resident surveys will find increased satisfaction with roads, bridges and footpaths.
- Resident surveys will find increased satisfaction with aquatic, recreational and other community facilities.
- Resident surveys will find increased satisfaction with water supply, waste, sewerage treatment, stormwater drainage and flood protection.
- Compliance with asset management benchmarks - Building and Infrastructure Asset Renewal Ratio, Infrastructure Backlog Ratio and Asset Maintenance Ratio.

Services:

This area covers a range of infrastructure services including maintenance and construction of roads, bridges and footpaths, street lighting, management of waste, operation of the Corowa aerodrome, town planning, building control, quarries and the operation of swimming pools in Corowa, Howlong, Oaklands and Urana.

Net cost to deliver the service to the ratepayers:

Revenue (Including capital grants) \$'000	Expenditure \$'000	Net Cost \$'000
\$24,216	\$29,728	\$5,512

Delivery Program 4 year plan		Responsible Officer.
1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.		
Operational Plan Action (1 year 2021-2022)		
1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	MO
1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, Urban Sealed Roads, footpaths and bridges.	DES
1.1.3	Scope effective location based text messaging services for works program and update website.	DES
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.	DES
1.1.5	Conduct and monitor asset inspections (road, bridges, stormwater drainage and footpaths).	DES
1.1.6	Continue to lobby NSW State Government for a new bridge over Lake Mulwala.	GM
1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents		
Operational Plan Action (1 year 2021-2022)		
1.2.1	Develop long term Capital Works program for Council infrastructure.	DES
1.2.2	Implement Capital Works Program to address priority facility needs.	DES
1.2.3	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	MR
1.2.4	Develop Masterplan for Memorial Park / Cross Street Reserve Howlong.	MR
1.2.5	Ensure Swimming Pool Management Services are delivered.	DDES
1.2.6	Undertake a review of the Corowa Aquatic Centre's first year of operation.	MEFR
1.2.7	Seek funding and if successful, develop new Plan of Management and Masterplan for Kyffins Reserve Mulwala.	MR
1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.		
Operational Plan Action (1 year 2021-2022)		
1.3.1	Implement Capital Works Program for sewerage and water services.	MU
1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	DES
1.3.3	Implement a Water & Sewerage maintenance program.	MU
1.3.4	Finalise Urana and surrounding villages Flood Management Plan, develop long term works plan and seek funding for implementation.	MI
1.3.5	Implement, conduct, monitor and review asset inspections – water and sewer.	MU
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.	MU
1.3.7	Develop Water and Sewer Systems Capacity Review (Corowa, Howlong and Mulwala).	MU
1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	DES
1.3.9	Develop Stormwater / Drainage Systems Capacity Review.	MU
1.3.10	Develop and implement flood protection strategy.	DES
1.3.11	Finalise Integrated Water Cycle Management plan.	MU

Delivery Program 4 year plan		Responsible Officer.
1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.		
Operational Plan Action (1 year 2021-2022)		
1.3.12	Progress Howlong, Corowa and Mulwala Flood Study and Plan.	DDES
1.4 Work toward utilities that meet the needs of residents and industry.		
Operational Plan Action (1 year 2021-2022)		
1.4.1	Engage appropriately qualified consultants to investigate opportunities to: (a) Reduce Council's current energy consumption; (b) Obtain more favorable energy pricing; (c) Maximise 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.	DES
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.	MEFR
1.4.3	Finalise the Federation Council Integrated Water Cycle Management Plan.	MU
1.5 Work toward telecommunications that meet the needs of residents and industry.		
Operational Plan Action (1 year 2021-2022)		
1.5.1	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	DES
1.6 Work toward public transport that meets the needs of residents and industry.		
Operational Plan Action (1 year 2021-2022)		
1.6.1	Advocate and work to support improved access to community transport throughout the Council area.	MCED
1.6.2	Finalise Corowa to Mulwala Cycleway project.	DES
1.6.3	Provide Aerodrome Management Services.	MO
1.7 Consistent and appropriate land use planning outcomes.		
Operational Plan Action (1 year 2021-2022)		
1.7.1	Provide Building Control and Planning Services.	DDES
1.7.2	Provide Environmental Health Services.	DDES
1.7.3	Provide Development Assessment Services.	DDES
1.7.4	Provide Strategic Land Use Planning Services.	DDES
1.7.5	Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans.	DDES
1.7.6	Make Planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	DDES
1.7.7	Implement Development Contributions Plan.	DDES
1.8 Improve waste management services.		
Operational Plan Action (1 year 2021-2022)		
1.8.1	Finalise Council wide Waste Management strategy which considers residents and industry needs and includes an appropriate funding model.	MO
1.8.2	Implement Waste Management Strategy.	MO
1.8.3	Identify and implement opportunities to discourage dumping.	MO

1.8 Improve waste management services.

Operational Plan Action (1 year 2021-2022)

1.8.4	Investigate and implement opportunities to increase recycling.	MO
1.8.5	Provide Waste Collection and Recycling Services.	MO
1.8.6	Provide effective management of Council's Landfill Operation Services.	MO
1.8.7	Participate in Waste Education programs in conjunction with local providers.	MO



ECONOMIC FEDERATION

Objective

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

Outcomes:

- Census data will show that local population and employment rates (in target sectors) are increasing.
- Visitor data will show that yield from increasing visitation numbers.
- Economic data will show that lost retail expenditure from the local area has reduced.
- Economic data will show that Gross Regional Product (GRP) for target sectors is increasing.

Services:

This area covers a range of services to support the local economy including tourism support, visitor information, economic development, operation of caravan parks in Corowa and Urana and the Corowa saleyards.

Net cost to deliver the service to the ratepayers:

Revenue \$'000	Expenditure \$'000	Net Cost \$'000
\$1,446	\$1,814	\$368

Delivery Program 4 year plan		Responsible Officer.
2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.		
Operational Plan Action 2021-2022		
2.1.1	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.	DDES
2.1.2	Ensure strategy and long term planning considers the development of new residential land and industrial land to achieve higher rates of population and employment growth, especially in youth and young family segments.	DDES
2.2 Support workforce development.		
Operational Plan Action 2021-2022		
2.2.1	Facilitate training opportunities to support industry development in line with priorities identified in the Economic Development Strategy.	MCED
2.3 Encourage affordability.		
Operational Plan Action 2021-2022		
2.3.1	Ensure strategy and long term planning considers the development of new affordable residential land.	DDES
2.4 Support inward investment.		
Operational Plan Action 2021-2022		
2.4.1	Identify and plan for the development of an investment prospectus for the Council area.	MCED
2.4.2	Lobby other levels of government for increased investment across the entire Council area.	MCED
2.5 Support entrepreneurship and industrial diversification.		
Operational Plan Action 2021-2022		
2.5.1	Continue building and engaging with networks by industry sector.	EDO
2.5.2	Ensure strategy and long term planning considers development of industrial land projects.	DDES
2.6 Support a collaborative regional approach to economic development.		
Operational Plan Action 2021-2022		
2.6.1	Develop a Council wide Economic Development Strategy.	EDO
2.6.2	Facilitate local business support services in line with Economic Development Strategy.	EDO
2.6.3	Convene industry meetings and attract supporting business and infrastructure in line with Economic Development Strategy.	EDO
2.6.4	Support and encourage innovative industry trials and projects.	EDO
2.6.5	Provide support for incoming business / investment enquiries.	EDO
2.6.6	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	EDO
2.6.7	Consider opportunities to work collaboratively with neighboring Councils, tourism and business associations.	CT
2.6.8	Progress opportunities from the Regional Economic Development Strategy.	EDO
2.6.9	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	CT
2.6.10	Participate in relevant joint organisations.	GM

Delivery Program 4 year plan		Responsible Officer.
2.7 Support the Agricultural Industry.		
Operational Plan Action 2021-2022		
2.7.1	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	MCED
2.7.2	Provide effective and efficient Saleyard Management and Maintenance Services.	MEFR
2.7.3	Deliver Stage 1 of the Masterplan for the Corowa Saleyards, subject to available funding.	MEFR
2.8 Increase tourism.		
Operational Plan Action 2021-2022		
2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	CT
2.8.2	Deliver quality information services that meets the needs of visitors.	CT
2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	CT
2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	CT
2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Riverina / Murray Region.	CT
2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	CT
2.8.7	Advocate for investment in key tourism products, as per the Murray and Riverina Region Destination Management Plan.	MCED
2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	CT
2.8.9	Implement the new North of the Murray Branding strategy.	CT
2.9 Enhance retail.		
Operational Plan Action 2021-2022		
2.9.1	Undertake streetscape improvements to make towns and villages more attractive for visitors and residents.	MI
2.10 Support business development.		
Operational Plan Action 2021-2022		
2.10.1	Communicate business development grants program opportunities to relevant stakeholders.	MCED
2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes.	EDO
2.10.3	Finalise Lease arrangements for the Corowa Aerodrome	GM



**FEDERATION
COUNCIL**

FEDERATION COUNCIL

ECONOMIC

DEVELOPMENT

STRATEGY

COMMUNITY

CONSULTATION



www.federationcouncil.nsw.gov.au

NATURAL FEDERATION

Objective

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

Outcomes:

- Resident surveys will find increased satisfaction with recreational (parks spaces).
- Resident surveys will find increased satisfaction with the utilisation of public spaces
Weed Management plan.
- Increased landholder engagement at education sessions.

Services:

This area covers our extensive network of parks and gardens, recreation reserves, playgrounds, public toilets, street presentation and management of noxious weeds.

Net cost to deliver the service to the ratepayers:

Revenue \$'000	Expenditure \$'000	Net Cost \$'000
\$102	\$3,186	\$3,084

Delivery Program 4 year plan		Responsible Officer.
3.1 Provide quality recreational spaces.		
Operational Plan Action 2021-2022		
3.1.1	Implement Parks and Reserves Maintenance program including Building Management, Caravan Parks, Parks & Presentation and Cemeteries.	MR
3.1.2	Provide targeted weed management program across the LGA.	MFE
3.1.3	Continue to implement new Biosecurity Act changes.	DDES
3.1.4	Work with Landcare and Local Land Services for weed management and bush regeneration.	MR
3.1.5	Provide Building Management program.	DDES
3.2 Ensure attractive and vibrant public spaces.		
Operational Plan Action 2021-2022		
3.2.1	Update Lowe Square, Howlong Masterplan.	MR
3.2.2	Seek funding for implementation of Lowe Square Masterplan, Howlong.	MR
3.2.3	Provide Street Cleaning Services.	MEFR
3.2.4	Provide road side vegetation management, verge slashing and reserve mowing.	MR
3.2.5	Implement and monitor local litter laws.	MEFR
3.2.6	Provide pest control and animal management / compliance services.	MEFR
3.2.7	Ensure Long Term planning includes strategies to maintain attractive and vibrant public spaces that consider community place-making initiatives.	MR
3.2.8	Provide Tree Management Services.	MR
3.2.9	Develop a Tree Management Strategy to respond to a changing climate.	MR
3.2.10	Develop a Tree Register.	MR
3.3 Conserve and utilise waterways, and develop their frontages.		
Operational Plan Action 2021-2022		
3.3.1	Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	MPD
3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	DDES
3.3.3	Progress upgrade to Corowa foreshore (Ball Park Reserve).	DES
3.3.4	Develop a Masterplan for the Howlong foreshore.	MR
3.3.5	Update Masterplan for the Mulwala foreshore.	MR
3.4 Conserve and utilise public lands.		
Operational Plan Action 2021-2022		
3.4.1	Support initiatives to manage flora and fauna conservation.	MR
3.5 Support responsible land management practices.		
Operational Plan Action 2021-2022		
3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders.	MR

SOCIAL FEDERATION

Objective

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

Outcomes:

- Resident surveys will find increased overall satisfaction among older residents.
- Resident surveys will find increased satisfaction with community activities, programs and events.
- Resident survey will find an increase in residents feeling of connectedness.
- Resident survey will find an increase in youth participation.
- Census data will find an increase in volunteer numbers.

Services:

This area includes our libraries in Corowa, Howlong, and Mulwala, mobile library service in Boree Creek, Oaklands, Rand and Urana, the Federation Youth Council and other youth programs, supporting various committees including the Ageing Well Committee and Arts and Culture Committee, facilitation of the community grants program and mobile preschool service in Boree Creek, Daysdale, Oaklands, Rand and Urana.

Net cost to deliver the service to the ratepayers:

Revenue \$'000	Expenditure \$'000	Net Cost \$'000
\$563	\$1,556	\$993

Delivery Program 4 year plan		Responsible Officer.
4.1 Encourage an age-friendly environment.		
Operational Plan Action (1 year 2021-2022)		
4.1.1	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	MCED
4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	RSO
4.1.3	Continue to engage with older residents when considering the long term planning of our social needs.	TLCD
4.1.4	Implement the actions within the Ageing Well Strategy.	TLCD
4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	TLCD
4.1.6	Finalise purchase of Billabidgee Aged Care Units.	PO
4.2 Improve healthcare.		
Operational Plan Action (1 year 2021-2022)		
4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	TLCD
4.2.2	Advocate for health services that meet the needs of the community.	MCED
4.2.3	Support Interagency meetings.	TLCD
4.2.4	Work with Community Transport Services to improve access to health care.	MCED
4.2.5	Facilitate opportunities to attract and retain General Practitioners to rural towns.	MCED
4.3 Support young people.		
Operational Plan Action (1 year 2021-2022)		
4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	TLCD
4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	TLCD
4.3.3	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	TLCD
4.4 Support access to quality education.		
Operational Plan Action (1 year 2021-2022)		
4.4.1	Implement Community Arts Projects in schools.	TLCD
4.4.2	Advocate and support the sustainability of our schools.	MCED
4.4.3	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by Council.	TLCD
4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs.		
Operational Plan Action (1 year 2021-2022)		
4.5.1	Support the Community Drug Action Team.	TLCD
4.5.2	Support agencies to provide Drug and Alcohol information and education to the community and build awareness of available services.	TLCD
4.6 Provide sport and recreational opportunities.		
Operational Plan Action (1 year 2021-2022)		
4.6.1	Provide Community Facilities Services.	MEFR
4.6.2	Finalise the Community Facilities Strategy.	MEFR
4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	TLCD
4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops and offering other support where possible.	GRO

Delivery Program 4 year plan		Responsible Officer.
4.7 Support childcare and family services.		
Operational Plan Action (1 year 2021-2022)		
4.7.1	Support the communication and distribution of the Family and Children's Services Directory.	TLCD
4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	TLMP
4.7.3	Deliver the mobile preschool service across the LGA.	TLMP
4.7.4	Undertake playground upgrades included in the Capital Works Program.	MR
4.8 Encourage community pride and spirit.		
Operational Plan Action (1 year 2021-2022)		
4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	MCED
4.8.2	Continue to deliver Council run events where possible.	TLCD
4.8.3	Establish strong community partnerships that builds capacity and deliver positive outcomes for the community.	MCED
4.8.4	Update the new residents pack, circulate and make available online.	TLCD
4.8.5	Continue to promote and encourage use of the free online community directory.	TLCD
4.8.6	Recognise volunteers in the Federation Council area during Volunteers Week.	TLCD
4.8.7	Facilitate volunteer coordination and support.	TLCD
4.8.8	Encourage and support new events to the area.	CT
4.8.9	Finalise Ball Park Foreshore Removable Cafe Project.	MR
4.8.10	Deliver Cemetery Management Services.	MR



Delivery Program 4 year plan		Responsible Officer.
4.9 Ensure community safety.		
Operational Plan Action (1 year 2021-2022)		
4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	MCED
4.9.2	Implement the Road Safety Program.	RSO
4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	MICS
4.9.4	Review and implement the Council's Alcohol Free Zones.	MI
4.10 Celebrate the area's rich culture and heritage.		
Operational Plan Action (1 year 2021-2022)		
4.10.1	Support the work of the Arts and Culture Committee.	TLCD
4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	TLCD
4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	TLCD
4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	TLCD
4.10.5	Support local artists and galleries to foster a creative community.	TLCD
4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	TLCD
4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	TLCD
4.10.8	Continue to progress Council's Friendship Agreement with Miki City.	TLCD
4.10.9	Ensure long term planning strategies include further development of the Federation Museum.	MCED
4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	TLCD
4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	TLCD
4.10.12	Investigate any interest from Melbourne based Councils with a view of forming a sister city relationship.	MCED
4.11 Work to address disadvantage in all its forms.		
Operational Plan Action (1 year 2021-2022)		
4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	TLCD
4.11.2	Facilitate and support the Disability Access Committee.	TLCD
4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	MCED
4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	MCED
4.11.5	Provide social housing in Howlong, Oaklands and Urana at existing properties.	DDES

Delivery Program 4 year plan

Responsible Officer.

4.12 Provide library services and programs accessible to all residents and visitors.

Operational Plan Action (1 year 2021-2022)

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.	TLL
4.12.2	Through its membership with Riverina Regional Library, ensure library services are accessible to smaller communities.	TLL
4.12.3	Deliver school holiday programs across the Council area.	TLL
4.12.4	Provide opportunities for residents to participate in lifelong learning.	TLL
4.12.5	Provide a free delivery service to housebound library patrons.	TLL
4.12.6	Deliver children’s programs that lay the foundation for a lifelong love of books.	TLL
4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	TLL
4.12.8	Encourage library membership by promoting the range of services available.	TLL
4.12.9	Facilitate some interactive programs for young people.	TLL
4.12.10	Facilitate the provision of online cemetery records.	MICS



WELL GOVERNED FEDERATION

Objective

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

Outcomes:

- Resident surveys will gauge increased satisfaction with local governance overall (leadership, image, reputation).
- Resident surveys will gauge increased satisfaction with Council's performance overall.
- Resident surveys will gauge increased satisfaction with Council's communication and community engagement.
- Resident surveys will gauge increased satisfaction with Council's customer service.
- Performance against financial sustainability benchmarks set by the state government.

Services:

This area includes our Councillors, executive management team, and our supporting functions such as financial services, procurement, information technology, communications and customer service. It also includes regulatory contributions to the NSW Government for bushfire and emergency services and local government election costs.

Net cost to deliver the service to the ratepayers:

Revenue \$'000	Expenditure \$'000	Net Cost \$'000
\$6,751	\$6,879	\$(128)

Delivery Program 4 year plan		Responsible Officer.
5.1 Ensure rates and fees are in line with community needs.		
Operational Plan Action 2021-2022		
5.1.1	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.	DCCS
5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	GM
5.1.3	Implement 2021/2022 Special Rate Variation (subject to IPART approval) and comply with any associated reporting requirements.	DCCS
5.1.4	In conjunction with the development of the new Delivery Program, consider options for funding initiatives, including a further Special Rate Variation.	DCCS
5.2 Work toward the equitable servicing of all areas.		
Operational Plan Action 2021-2022		
5.2.1	Work with regional and state organisations to ensure consideration of cross Council and border issues.	GM
5.2.2	Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	GM
5.2.3	Continue to actively seek grant funding for a range of projects across the Council area.	MCED
5.2.4	Deliver projects funded by various state and federal grant programs.	DES
5.2.5	Report on ongoing service provision and expenditure by area.	DCCS
5.2.6	Approve and implement the Grant Management Policy.	MCED

COMMUNITY SATISFACTION SURVEY 2020

RESULTS!

Delivery Program 4 year plan		Responsible Officer.
5.3 Ensure good governance and administration.		
Operational Plan Action 2021-2022		
5.3.1	Implement Long Term Financial Plan and associated strategies.	DCCS
5.3.2	Support NSW Electoral Commission process and conduct of Local Government election 2021.	GM
5.3.3	Implement Integrated Planning and Reporting including development of Community Strategic Plan (CSP), following Council election and in consultation with the community.	GM
5.3.4	Develop and review Council's Integrated Planning and Reporting documents (Delivery Program and Operational Plan) to support delivery of strategic priorities identified in the CSP.	GO
5.3.5	Provide, regular and timely reports to Council and the community on progress of Councils achievements for actions adopted in its Delivery Program and Operational Plan.	GO
5.3.6	Review and re-develop Long Term Financial Plan, and Delivery Program and Operational Plan budgets, and ensure consistency with Operational Plan Actions.	MF
5.3.7	Preparation of Annual Report in accordance with Local Government Act and Guidelines.	GO
5.3.8	Preparation of State of the Environment Report in accordance with Local Government Act and Guidelines.	DDES
5.3.9	Preparation of End of Term Report in accordance with Local Government Act and Guidelines.	MCE
5.3.10	Demonstrate appropriate, effective and efficient financial services.	MF
5.3.11	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	DCCS
5.3.12	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	DCCS
5.3.13	Provide Councillor Support Services.	GM
5.3.14	Council meeting agendas and minutes distributed and available in accordance with Council's Code of Meeting Practice.	EA
5.3.15	Ensure Policy framework is implemented.	GO
5.3.16	Work with stakeholders to develop and implement processes to support access to information in accordance with relevant legislation and guidelines.	GO
5.3.17	Implement Council's internal audit program.	GO
5.3.18	Review and implement Council's Privacy Management Plan.	GO
5.3.19	Manage Council's insurance claims in a cost effective manner and in accordance with Customer Service Charter.	RMC
5.3.20	Review delegations in line with organisational changes and ensure delegations process is integrated with existing recruitment and training policies and guidelines.	GO
5.3.21	Implement framework for supporting compliance with all Council committees.	GO
5.3.22	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.	GM
5.3.23	Provide Council Records Services.	MICS
5.3.24	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	MICS
5.3.25	Continue implementation of IT Strategy.	MICS
5.3.26	Consult with key stakeholders to ensure compliance with Crown Lands Act.	MCED

Delivery Program 4 year plan		Responsible Officer
5.4 Ensure extensive communication and consultation with residents.		
Operational Plan Action 2021-2022		
5.4.1	Maintain Council online presence via digital channels.	MCE
5.4.2	Implement and maintain Council's Customer Service Charter.	MICS
5.4.3	Implement Council's Community Engagement Strategy.	MCE
5.4.4	Implement Council's Corporate Communications Strategy.	MCE
5.4.5	Implement internal communications and engagement policy.	MCE
5.4.6	Use Council's visual identity consistently in all public facing communications.	MCE
5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	MCE
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.	MEFR
5.5 Ensure quality customer service.		
Operational Plan Action 2021-2022		
5.5.1	Implement four yearly customer satisfaction surveys to understand strengths and areas for improvement.	GM
5.5.2	Promote and maintain a user-friendly customer request system.	MICS
5.5.3	Continue to monitor functionality of Council's website.	MCE
5.5.4	Implement actions to improve access to customer service centres.	MICS
5.5.5	Provide public access to cemetery information and process transactions.	MICS
5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisations.		
Operational Plan Action 2021-2022		
5.6.1	Undertake actions to improve efficiencies and compliance across the organisation in Risk and Work Health Safety.	RMC
5.6.2	Update and implement the Workforce Strategic Plan.	DCCS
5.6.3	Continue to implement staff performance reporting.	HRA
5.6.4	Maintain IT and technical support for Council.	MICS
5.6.5	Ensure staff have required IT skills and an organisational awareness of IT functionality.	MICS
5.6.6	Review security of Council assets, people and property.	DCCS
5.6.7	Ensure staff are engaged with and update staff intranet.	MCE
5.6.8	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	HRA
5.6.9	Conduct careers days and volunteer days in collaboration with school and local institutions.	HRA
5.6.10	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	DCCS
5.6.11	Provide Risk and Compliance Services.	RMC
5.6.12	Support Council Mapping Systems across the organisation.	MICS

Delivery Program 4 year plan		Responsible Officer
5.7 Effective asset management.		
Operational Plan Action 2021-2022		
5.7.1	Develop and implement Asset Management Plans.	DES
5.7.2	Implement recommendations from Asset Management Planning project.	DES
5.7.3	Allocate resources to inspect new assets and report on condition.	DES
5.7.4	Complete external asset audits.	DES
5.7.5	Complete asset, regulatory and works related financial reporting on time.	MF
5.7.6	Seek funding for upgrades to the Ball Park Caravan Park.	MCED
5.7.7	Seek funding for upgrades to the Urana Caravan Park.	MCED
5.7.8	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.	MI
5.8 Ensure appropriate emergency management.		
Operational Plan Action 2021-2022		
5.8.1	Support the Local Emergency Management Committee.	DES
5.8.2	Support After Hours Emergency Response.	MI

