



Federation Council Delivery Program 2018 – 2021 & Operational Plan 2018-2019

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Introduction from the Mayor

I am proud to present the Federation Council combined 2018 – 2021 Delivery Program and 2018 – 2019 Operational Plan. It is the key communication document that outlines at a higher level, what Council will deliver over the next three years. These deliverables are based on the key priority outcomes that Council are responsible for, as outlined in 'Our Community, Our Opportunity' – the new ten year Federation Council Community Strategic Plan (CSP).

The community has expressed what they want the Federation Local Government area to be like over the next ten years and this is captured in the CSP. Council learnt this from the 2018 Community Satisfaction Survey, and from the many community consultations held over the last 12 months. Council has adopted the following vision for the CSP :

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

The plan contains many objectives to achieve this vision, and the community's aspirations for the future of the area, are transformed into actions to build on this vision as outlined in this Delivery Program and Operational Plan.

Our challenge as a Council is to recognise the community's expectations and to deliver on these where possible. It is clear though, that as a community, Federation faces a number of challenges over the next few years to continue to provide increasingly higher levels of services in some

areas, such as our roads, whilst maintaining services in other areas, with funding constraints.

Notwithstanding this, Council is committed and excited to present the actions and objectives in this Delivery Program and Operational Plan which are based on the following outcomes sought in the Community Strategic Plan.

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 and affordability.
3. **Natural Federation:** Sustainable rural landscapes and waterways offering tranquillity 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.

With roads and economic development being the two strong standouts from the most recent community consultation, Council has some key projects to help deliver on those projects and has also adopted a new plan and strategy to allow more effective delivery of economic development outcomes. I am confident this new Council will continue to listen to, and deliver for our many diverse communities.

On behalf of my fellow Councillors, I would like to thank the staff and the many Community members who contributed to this plan.

Patrick Bourke - Mayor

Message from the General Manager

This three year plan, is designed as a single point of reference for the many projects and services to be undertaken by Council. The first year Operational Plan 2018 – 2019, is a subset of the Delivery Program and sets out the individual actions for each project, activity or service to be undertaken with targets to achieve for year one of the Delivery Program.

The actions shown in the years 2019 – 2020 and 2020 – 2021, are an indication of what Council will deliver upon in those outer years. These will be further refined into more definite actions, as this coming year progresses, depending on progress in the coming year. It is also dependent on new projects for example coming to fruition due to grant funding.

The Operational Plan is prepared annually in line with a detailed annual budget including proposed rates, fees and charges. This plan is a part of the Planning and Reporting framework and directly links to the new ten year Community Strategic Plan.

The delivery of projects within what is normally a four year period in a three year period for amalgamated councils, poses its own challenges coupled with additional projects funded as a result of the community grants program. Establishing new systems and embedding new processes for the new Federation Council will continue to be the focus along with delivering the core ‘business as usual’ services that the community expects and needs, to the best of our ability.

There is immense pride and determination from the staff, as Council partners with the community including many fantastic volunteers, and other partners, such as State agencies, to continue to undertake the work required to achieve great outcomes.

Roads and economic development were the two strong standouts from the most recent community consultation. Council’s budget is aimed to

deliver on those aspects. A number of key projects and initiatives as highlighted in this Delivery Program include:

- Corowa Swimming Pool complex redevelopment
- Howlong Pre-school extension
- Howlong and Corowa Skate Parks
- Implementation of a Youth Council (recently formed)
- Lions Park boat ramp Corowa
- Mulwala all-abilities playground
- Owens Bridges reserve and Boat ramp upgrade Mulwala
- Purtle Park Adventure Playground and Park upgrades Mulwala

Continued improvements to our roads network will include:

- Federation Way, (a key arterial route through the Council area)
- The freight network around Boree Creek
- Continued widening, sealing and rehabilitation on Bull Plain Road
- On-going bitumen re-seals and patching programs, and gravel re-sheeting and unsealed roads maintenance.

“Our Community our Opportunity” embodies the culture and belief that we can build on the strengths of Council in effective partnerships, sound financial management, passionate leaders, staff and community members, diverse landscapes, a healthy natural environment, a strong manufacturing and agricultural base and affordable living.

This Delivery Program represents the opportunities for our community to continue to achieve its aspirations.

Adrian Butler –General Manager

Integrated Planning and Reporting (IP&R) Framework

Figure 1: NSW Local Government IP&R Framework

The NSW Local Government Act (1993) requires Council to develop a Community Strategic Plan (CSP) that incorporates a Delivery Program and associated Operational Plans to guide the way Council works with the community and implements priorities.

The **Community Strategic Plan** (10 years) reflects the community’s vision for the Council area and outlines the key long-term Outcomes, which set the direction for the future.

The **Resourcing Strategy** (10 years) contains information on the time, money, assets and people required by Council to progress the goals within the Delivery Program and move towards achieving our long term Outcomes. It is made up of the following three components:

- Long Term Financial Plan
- Asset Management Plan, and
- Workforce Management Plan

Combined 2018-2021 Delivery Program and Operational Plan (3 years).

You are here

The Delivery Program and Operational Plan details the Actions across the full range of Council operations, that Council will undertake to achieve the Priorities and Outcomes set by the community.

The components of the IP&R framework and how they fit together are illustrated at Figure 1.



Our Councillors

Federation Council is governed by nine elected Councillors. The last Council election was held in September 2017. Councillors provide leadership and establish policy and strategic direction for the organisation and the future of the Council area, represent the interests of all ratepayers and residents, provide guidance to the community and encourage communication between Council and the community.



Mayor
Cr Patrick Bourke



Deputy Mayor
Cr Shaun Whitechurch



Cr David Longley



Cr Paul Miegel



Cr Fred Longmire



Cr Bronwyn Thomas



Cr Gail Law



Cr Norman W Wales APM



Cr Andrew Kennedy

Federation Council

Council provides a range of services to local residents, business and industry, developers and investors as well as people visiting the region. Council caters for a diverse range of community needs and encourages environmentally acceptable development in the region.

- **Administration** - To employ effective management and income generating systems for the benefit of the community.
- **Community Development** - To facilitate the provision of a safe and healthy living working and recreational environment.
- **Economic Development** - To promote economic development in a way that balances sustainable development with environmental issues.
- **Environment** - To facilitate the protection and preserve the sensitive environment of the Federation Council area.
- **Infrastructure** - Facilitate water supply, sewerage and other waste treatment services that support centres of population.
- **Tourism** - To promote the development of tourism and tourist facilities, whilst preserving the valued features of the Federation Council area.
- **Transport and Communication** – To facilitate the development and maintenance of a safe and efficient road and transport network throughout the Federation Council area including access to good communication networks.

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 tranquillity 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

Council Vision and Values

OUR VISION

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.

WHAT WE VALUE

We value the Federation Council area for its waterways, parks and recreational opportunities, its tranquil country lifestyle, its strong community spirit, and its close proximity to other centres on both sides of the Murray.

Our Federation Council Values adopted by Council following consultation in 2017

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 the community.

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 in our dealings.

Our Commitment to community engagement and our customers

Council places much emphasis on providing a high level of commitment to our customers and strives to achieve the standards outlined in our Customer Service Charter.

We recognise that our customers provide a direct link to the community and represent significant stakeholder groups across all of our facilities and services. This is a valuable opportunity for us to engage with you and Council understands that engagement is integral to provide valuable commentary, opinion, support and insight to make better informed decisions. We undertake to listen, respect and consider your requests, ideas and concerns whilst respecting your privacy and the privacy of others in the community.

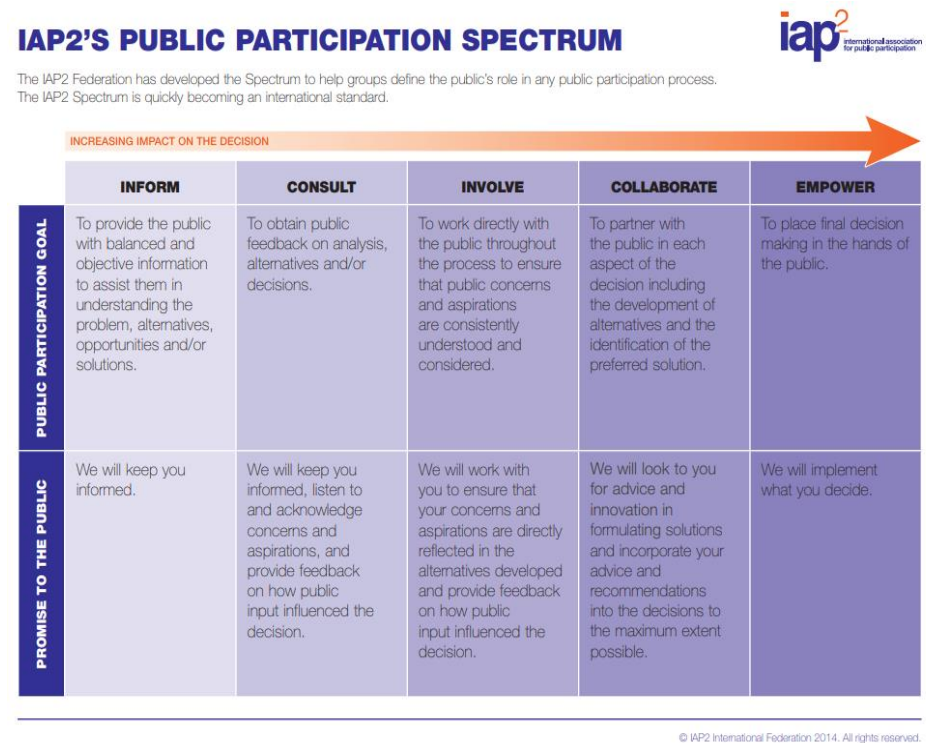
This Delivery Program has been developed based on a range of feedback from stakeholders and the community, including the 2016 Community Satisfaction Survey, 2017 Disability Inclusion and Access survey, feedback from our youth via the Youth Council, Skate Park and Play Spaces surveys, Preschool groups, Howlong Town Improvement survey, Fit for the Future survey, 2016 Federation Council Vision and Brand survey and feedback from our local Business Chamber and businesses.

Council’s stakeholder engagement structure and principles is based on the public participation spectrum developed by the International Association for Public Participation (IAP2) (see Figure 2).

Council uses many methods to reach people including an online engagement that allows stakeholders to provide input and feedback on projects that affect them or they have an interest in. For more information about engagement for this Delivery Program and other projects, go to <https://www.federationcouncil.nsw.gov.au/Connect>

Council’s Customer Service Charter, which includes service response timeframes for a broad range of Council functions, can be found on the Federation Council website.

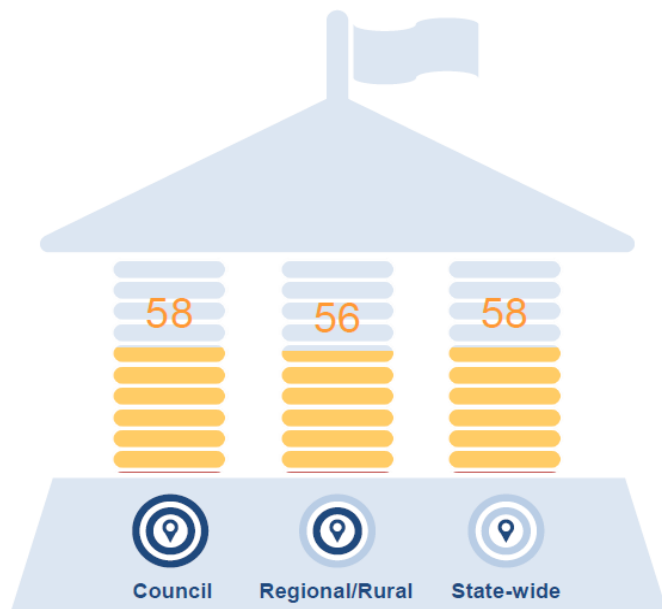
Figure 2. International Association for Public Participation Spectrum



Your Feedback

In 2016, Federation Council conducted a Community Satisfaction Survey to provide baseline information of community views towards the Council, its overall delivery of services and overall performance.

Overall Performance



OVERALL COUNCIL PERFORMANCE

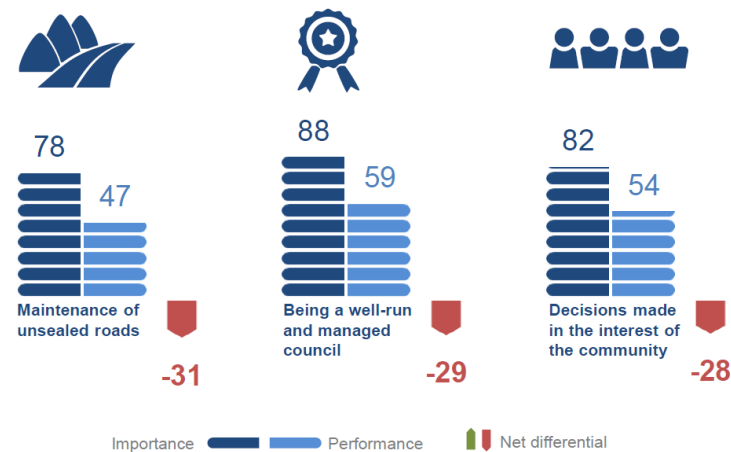
State-wide result is inclusive of all newly formed councils.
Results shown are index scores out of 100.

Of those surveyed, 53% had contact with Council, higher than the state (46%) and the region (47%).

TOP 3 PERFORMING AREAS



TOP 3 AREAS FOR IMPROVEMENT



The Roles of Council

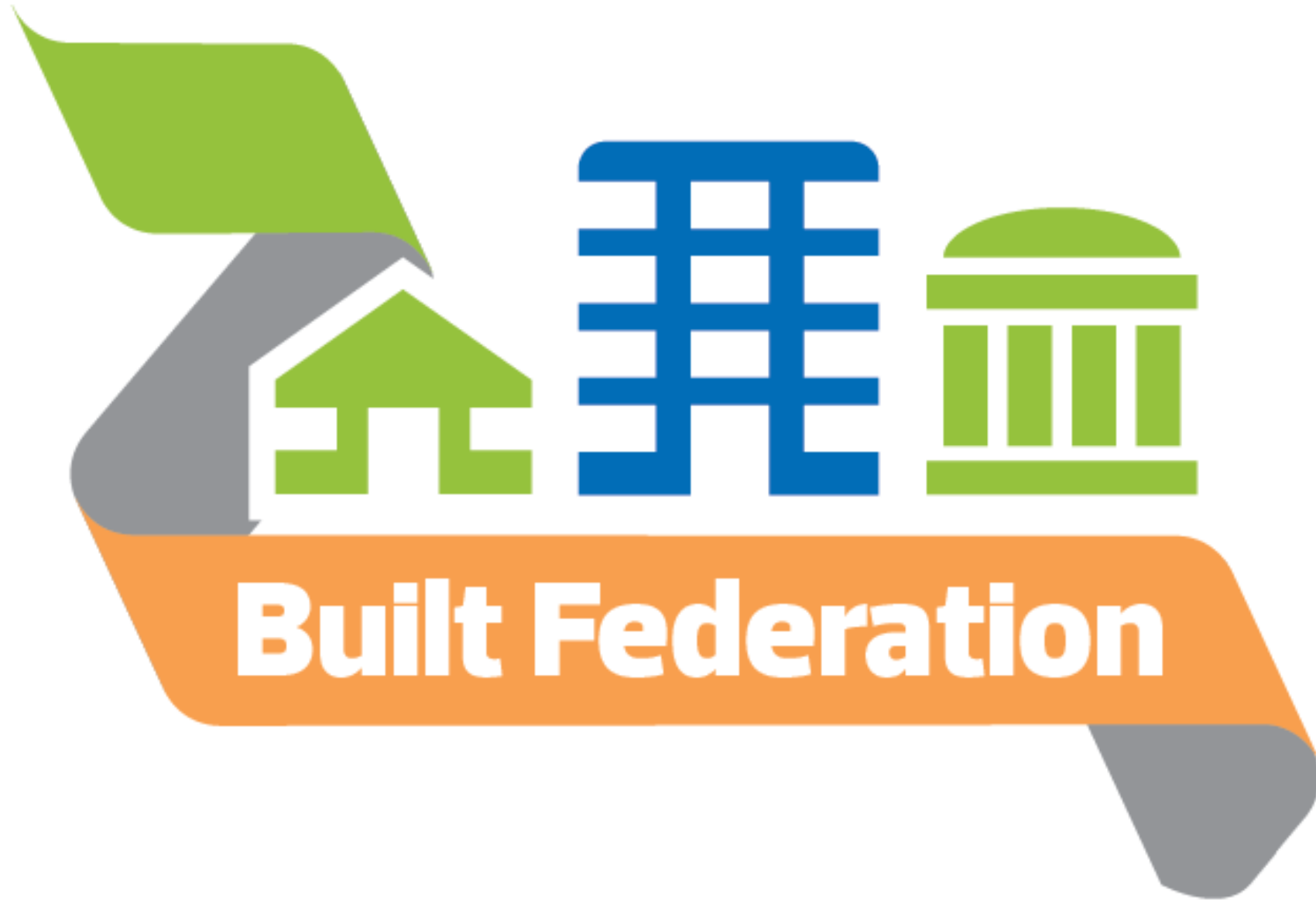
In progressing strategy, a Council may have concern, influence or control (ACELG, 2012), of which the distinctions may be made as follows:

Community concern, where Council does not have direct control or influence but could play an educative, advocacy or lobbying role on behalf of the local community. For example, Council does not have direct control or influence over the area's schools or telecommunications – but as they are important to the local community, Council is committed to advocating and lobbying for them.

Council influence, where Council has partial or shared responsibility for outcomes with the community and other groups, and is distinguished from the traditional sphere of local government. This is Council's role in the majority of strategies set out in this Plan. For example, economic development is not an area of core service provision for local government, but Council can work with partners to support the economy in a number of ways.

Council control, which relates to a Council's areas of core service provision and other statutory responsibilities. This includes roads, rates and waste management, as well as a range of governance and planning activities.

Council's proposed role in relation to each strategy has been outlined herein.





Priority 1. Built Federation

Goal	2018/19	2019/20	2020/21
1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).
	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, urban Sealed Roads, footpaths and bridges.	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, urban Sealed Roads, footpaths and bridges.	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, urban Sealed Roads, footpaths and bridges.
	Ensure effective communication to inform the community on works being carried out and impacts on traffic and parking.	Ensure effective location based text messaging for works program, update website.	Continue to make works information easily accessible for the community.
	Commence planning for the revitalisation of Corowa main street (Sanger) project.	Seek grant funding to allow the implementation of the project.	Seek grant funding to allow the implementation of the project.
	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.

Goal	2018/19	2019/20	2020/21
1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	Complete a facilities review to determine maintenance and funding priorities to address community needs.	Implement Capital Works Program to address priority facility needs.	Implement Capital Works Program to address priority facility needs.
	Construct Corowa Lions Park Boat Ramp and car parks upgrades.	Completed 2018/19	Completed 2018/19
	Construct Owens Bridges Reserve and Boat Ramp upgrades.	Completed 2018/19	Completed 2018/19
	Commence construction of the new Corowa Swimming Pool complex.	Construct and Open new Corowa Swimming Pool complex.	Ensure implementation of effective management model and schedule of programs and activities at the new Pool.
	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Commence implementation of key priorities within recreation Strategy.	Implement Recreation Strategy.
	Construction of Howlong and Corowa Skate Parks.		
	Ensure Swimming Pool Management Services are delivered.	Ensure Swimming Pool Management Services are delivered.	Ensure Swimming Pool Management Services are delivered.

Goal	2018/19	2019/20	2020/21
1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	Implement Capital Works Program for sewerage, water and flood protection services.	Implement Capital Works Program for sewerage, water and flood protection services.	Implement Capital Works Program for sewerage, water and flood protection services.
	Develop a Stormwater Drainage Strategy for Corowa.	Develop a Stormwater Drainage Strategy for Howlong.	Develop a Stormwater Drainage Strategy for Mulwala.
	Implement a Water & Sewerage maintenance program	Implement Water & Sewerage maintenance program	Implement Water & Sewerage maintenance program
	Develop the Urana Floodplain Management Plan	Implement a flood protection maintenance program.	
	Conduct and monitor asset inspections – water and sewer.	Conduct and monitor asset inspections – water and sewer.	Conduct and monitor asset inspections – water and sewer.
	Plan major asset replacements. Ensure funding strategy and long term planning includes construction of a Howlong Water Treatment Plant, Mulwala Water Treatment Plant and a new Corowa Sewerage Treatment Plant.	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.	Develop Howlong and Mulwala Water Treatment Plants and Corowa Sewerage Treatment Plant replacement projects.
	Develop Systems Capacity Review (Corowa, Howlong and Mulwala).	Develop a Systems Capacity Strategy (Corowa, Howlong and Mulwala).	Develop a Systems Capacity Strategy (Corowa, Howlong and Mulwala).
	Conduct compliance/ process upgrades of water and sewer infrastructure.	Conduct compliance/ process upgrades of water and sewer infrastructure.	Conduct compliance/ process upgrades of water and sewer infrastructure.

Goal	2018/19	2019/20	2020/21
1.4 Work toward utilities that meet the needs of residents and industry.	Explore opportunities for reduced utility cost projects in partnership with community.	Development of reduced utility cost projects strategy.	Ensure strategy and long term planning considers development of reduced utility cost strategies.
	Investigate opportunities to achieve cost savings, innovation and reduce Council's environmental impact through the potential use of alternative energy sources.	Ensure a funding strategy and long term planning considers development of local solar renewable energy projects.	The potential development of renewable project/s.
1.5 Work toward telecommunications that meet the needs of residents and industry.	Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.	Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.	Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.
	Investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.
1.6 Work toward public transport that meets the needs of residents and industry.	Convene a discussion with key stakeholders including State Government Transport.	Advocate and work to support improved access to community transport throughout the Council area.	Advocate and work to support improved access to community transport throughout the Council area.
	Implementation of South Corowa Cycleway project.	Implementation of Corowa to Mulwala Cycleway project.	Implementation of Corowa to Mulwala Cycleway project.
	Review Aerodrome Management Plan and Strategy.	Implement Aerodrome Management Plan and Strategy.	Implement Aerodrome Management Plan and Strategy.
	Implement Aerodrome Management Services.	Implement Aerodrome Management Services.	Implement Aerodrome Management Services.

Goal	2018/19	2019/20	2020/21
1.6 Work toward public transport that meets the needs of residents and industry.	Investigate opportunities to support the growth of heavy vehicle transportation and ensure there are links with the Regional Transport Strategy	Develop a funding strategy and long term planning to include strategies to address improvements to heavy vehicle transport needs of residents and industry.	Develop a funding strategy and long term planning to include strategies to address improvements to heavy vehicle transport needs of residents and industry.
1.7 Consistent and appropriate land use planning outcomes.	Provide Building Control and Planning Services.	Provide Building Control and Planning Services.	Provide Building Control and Planning Services.
	Provide Environmental Health Services.	Provide Environmental Health Services.	Provide Environmental Health Services.
	Provide Development Assessment services.	Provide Development Assessment services.	Provide Development Assessment services.
	Provide Strategic Land Use Planning Services.	Provide Strategic Land Use Planning Services.	Provide Strategic Land Use Planning Services.
	Develop Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Implement Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Implement Federation Council Local Environmental Plan including supporting strategies, studies and plans.
	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.
	Update Development Contributions Processes and Plan.	Implement Development Contributions Plan.	Implement Development Contributions Plan.
	Undertake Building Inspection Services.	Undertake Building Inspection Services.	Undertake Building Inspection Services.

Goal	2018/19	2019/20	2020/21
1.8 Improve waste management services.	Develop a Waste Management Strategy and ensure alignment of service levels to residents' and industry's needs.	Implement Waste Management Strategy	Implement Waste Management Strategy
	Identify and implement opportunities to discourage dumping.		
	Investigate and implement opportunities to increase recycling.	Investigate and implement opportunities to increase recycling.	Investigate and implement opportunities to increase recycling.
	Implement Waste Collection and Recycling Services.	Implement Waste Collection and Recycling Services.	Implement Waste Collection and Recycling Services.
	Effective management of Council's Landfill Operation Services.	Effective management of Council's Landfill Operation Services.	Effective management of Council's Landfill Operation Services.
	Ensure Waste Education Program in conjunction with local provider.	Participate in Waste Education Program in conjunction with local provider.	Participate in Waste Education Program in conjunction with local provider.

Council Services:

Asset inspections - road, stormwater, sewer
Road management - construction, maintenance & renewal
Storm water - construction, maintenance & renewal
Water & Sewerage Reticulation - construction, maintenance & renewal
Development assessment
Building control and planning
Environmental health
Building inspections
Strategic land use planning
Development Contributions Planning
Swimming pool management
Traffic & parking services
Fleet Management and Maintenance
Economic Development
Waste Management

Key Performance Indicators:

Measure	Target
Response times for after-hours service	100% of recorded maintenance requests satisfied within customer service charter timeframe
Community satisfaction with land use planning processes	Increase in residents satisfied with Planning processes
Customer requests response times	90% of customer requests responded to within 14 days
Timeframes for construction approvals	90% of construction approvals completed within 40 days
Timeframes for town planning approvals	90% of town planning approvals determined within 40 days
Project delivery/ on time/ budget	Increase in Capital works projects completed on time and on budget
Improved Food Authority compliance rates	95% Food Authority compliance rates
Reduction in development non compliance	Reduction in development non compliance
Reduction in building and construction non-compliance	Reduction in building and construction non compliance
Amount of waste to landfill - decrease	50% reduction in amount of waste to landfill





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.

Priority 2. Economic Federation

Goal	2018/19	2019/20	2020/21
2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	Investigate opportunities and prepare an action plan to achieve higher rates of population and employment growth, especially in youth and young family segments.	Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.	Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.
	Liaise with key stakeholders to develop strategies to achieve higher rates of population and employment growth.	Ensure strategy and long term planning includes development of projects to achieving higher rates of population and employment growth, especially in youth and young family segments.	Ensure strategy and long term planning includes development of projects to achieving higher rates of population and employment growth, especially in youth and young family segments.
	Identify new residential land opportunities in collaboration with land owners, real estate agents and developers. Investigate a range of incentives to enhance residential development.	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.	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.
2.2 Support workforce development.	Implement the “Economic Federation” actions within the Ageing Well Strategy.	Implement the “Economic Federation” actions within the Ageing Well Strategy.	Implement the “Economic Federation” actions within the Ageing Well Strategy.

Goal	2018/19	2019/20	2020/21
2.2 Support workforce development.	Facilitate training opportunities to support industry development.	Facilitate training opportunities to support industry development.	Facilitate training opportunities to support industry development.
	Work with the business chambers to assist in the development of an annual training schedule for skills gaps in the local workforce.	Assist in the implementation of the workforce gap annual training schedule.	Assist in the implementation of the workforce gap annual training schedule.
2.3 Encourage affordability.	Complete Rural Residential Land Use Strategy to identify opportunities for increasing the availability of small, affordable land parcels.	Implement Rural Residential Land Use Strategy Outcomes.	Implement Rural Residential Land Use Strategy Outcomes.
	Investigate opportunities to incentivise the rental of unoccupied properties.		
2.4 Support inward investment.	Develop and market an investment prospectus for the entire Council area.	Market an investment prospectus.	Market an investment prospectus.
	Lobby other levels of government for increased investment across the entire Council area.	Lobby other levels of government for increased investment across the entire Council area. Support business and industry with funding submissions.	Lobby other levels of government for increased investment across the entire Council area.

Goal	2018/19	2019/20	2020/21
2.5 Support entrepreneurship and industrial diversification.	Investigate options to streamline the approval process for new and expanded business applications.	Develop and implement a streamlined approval process for new and expanded business applications.	Implement streamlined approval process for new and expanded business applications.
	Continue building and engaging with networks by industry sector.	Continue building and engaging with networks by industry sector	Continue building and engaging with networks by industry sector
	Conduct a Pilot study for local energy audit and explore opportunities for renewable energy projects in partnership with community.	Development of renewable energy strategy.	Ensure strategy and long term planning considers development of renewable energy projects.
	Review need for additional industrial land precincts and complete a review of pricing vs demand.	Continue to investigate opportunities to support the expansion of industrial precincts.	Ensure strategy and long term planning considers development of industrial land projects.
	Continue industrial land subdivisions including all aspects or roads, sewers and utilities for Mulwala and Howlong.	Continue to support the development of the Mulwala, Howlong and Corowa Industrial Estates	Ensure the effective sales of the Mulwala, Howlong and Corowa Industrial Estates

Goal	2018/19	2019/20	2020/21
2.6 Support a collaborative regional approach to economic development.	Facilitate local business support services.	Facilitate local business support services.	Facilitate local business support services.
	Improve industry capacity through sector network clustering.	Continue to convene industry meetings and attract supporting businesses and infrastructure	Continue to convene industry meetings and attract supporting businesses and infrastructure
	Support operation of business chambers.	Support operation of business chambers.	Support operation of business chambers.
	Consider opportunities to support and encourage innovative industry trials and projects.	Support and encourage innovative industry trials and projects.	Support and encourage innovative industry trials and projects.
	Provide support for incoming business/ investment enquiries.	Provide support for incoming business/ investment enquiries.	Provide support for incoming business/ investment enquiries.
	Support and attract microbusinesses to the area.	Support and attract microbusinesses to the area.	
	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.
	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.

Goal	2018/19	2019/20	2020/21
2.6 Support a collaborative regional approach to economic development.	Progress opportunities from the Regional Economic Development Strategy.	Progress opportunities from the Regional Economic Development Strategy.	Progress opportunities from the Regional Economic Development Strategy.
	Maintain membership with Murray Regional Tourism and actively participate in regional initiatives.	Maintain membership with Murray Regional Tourism and actively participate in regional initiatives.	Maintain membership with Murray Regional Tourism and actively participate in regional initiatives.
	Participate in relevant joint organisations.	Participation in relevant joint organisations.	Participation in relevant joint organisations.
2.7 Support the agricultural industry.	Actively participate in agribusiness forums.	Actively participate in agribusiness forums.	Actively participate in agribusiness forums.
	Participate in the Murray Regional Tourism 'Farm to Plate' program.	Participate in the Murray Regional Tourism 'Farm to Plate' program.	Participate in the Murray Regional Tourism 'Farm to Plate' program.
	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.
	Provide effective and efficient Saleyard Management and Maintenance Services.	Provide effective and efficient Saleyard Management and Maintenance Services.	Provide effective and efficient Saleyard Management and Maintenance Services.
	Review the Saleyards Business Plan and consider need and feasibility of future capital works.		

Goal	2018/19	2019/20	2020/21
2.8 Increase tourism.	Maintain a destination website that promotes the products and experiences available in the region.	Maintain a destination website that promotes the products and experiences available in the region.	Maintain a destination website that promotes the products and experiences available in the region.
	Complete a review of Visitor Services.	Deliver quality information services that meets the needs of visitors.	Deliver quality information services that meets the needs of visitors.
	Effectively communicate with tourism stakeholders via the distribution of an electronic newsletter.	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.
	Develop and implement a marketing plan in consultation with key stakeholders to promote the Federation Region as a holiday destination choice.	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.
	Participate in opportunities for regional collaboration that drives visitation to the Murray region.	Participate in opportunities for regional collaboration that drives visitation to the Murray region.	Participate in opportunities for regional collaboration that drives visitation to the Murray region.
	Identify opportunities for product development that will drive visitation to the Federation region.	Identify opportunities for product development that will drive visitation to the Federation region.	Identify opportunities for product development that will drive visitation to the Federation region.

Goal	2018/19	2019/20	2020/21
2.8 Increase tourism.	Advocate for investment in key tourism products, as per the Murray Region Destination Management Plan.	Advocate for investment in key tourism products, as per the Murray Region Destination Management Plan.	Advocate for investment in key tourism products, as per the Murray Region Destination Management Plan.
	Actively seek opportunities for external funding to support the development of key tourism product.	Actively seek opportunities for external funding to support the development of key tourism product.	Actively seek opportunities for external funding to support the development of key tourism product.
	Develop a Tourism Branding Strategy.	Implement Tourism Branding Strategy.	Implement Tourism Branding Strategy.
	Attract events to the region through the Event Sponsorship program.	Attract events to the region through the Event Sponsorship program.	Attract events to the region through the Event Sponsorship program.
	Develop a Recreational Vehicle Strategy and development of the Oaklands RV Park.	Implement Recreational Vehicle Strategy.	Implement Recreational Vehicle Strategy.
2.9 Enhance retail.	Streetscape improvements to make towns and villages more attractive for visitors.	Streetscape improvements to make towns and villages more attractive for visitors.	Streetscape improvements to make towns and villages more attractive for visitors.
	Analyse and record lost (escape) retail expenditure from the local area to nearby centres.	Support industry to address lost (escape) retail expenditure from the local area.	Support industry to address lost (escape) retail expenditure from the local area.
2.10 Support business development.	Support grants program for business development.	Support grants program for business development.	Support grants program for business development.
	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes

Council Services:

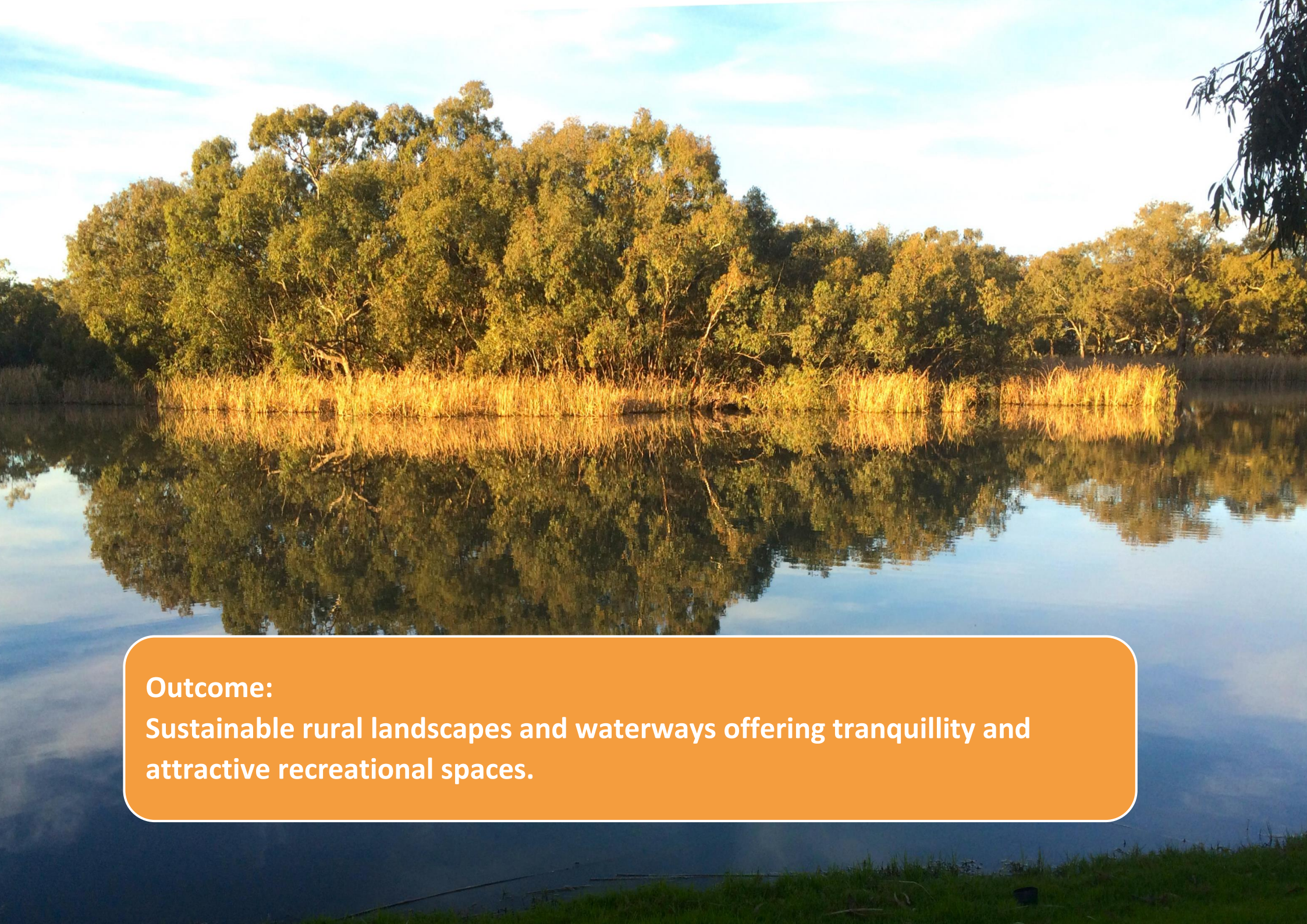
- Visitor Information Centre
- Marketing and promotion
- Events and events sponsorship
- Business support
- Product development and grant applications
- Training facilitation and promotion
- Saleyard management and maintenance
- Economic Services

Key Performance Indicators:

Measure	Target
Social media and website reach	Increase in Facebook followers
Website reach	Increase in number of website hits
Residential and non-residential investment/ development	Increase in residential and non-residential investment/ development
Number of business registrations	Increase in number of business registrations
Grant funding for relevant projects	Increase in grant funding secured
Visitation	Increase in visitation to the LGA
Saleyards Business Improvement	Increase throughput



Natural Federation



Outcome:

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

Priority 3. Natural Federation

Goal	2018/19	2019/20	2020/21
3.1 Provide quality recreational spaces.	Implement Parks and Reserves Maintenance program (Including Building Management, Caravan Parks, Parks & Presentation, and Cemeteries).	Implement Parks and Reserves Maintenance program (Including Building Management, Caravan Parks, Parks & Presentation, and Cemeteries).	Implement Parks and Reserves Maintenance program (Including Building Management, Caravan Parks, Parks & Presentation, and Cemeteries).
	Implement Corowa Bangerang Park Renewal project.		
	Implement Mulwala Purtle Park All Abilities Playground		
	Implement Mulwala Kyffins Reserve Restoration project to develop 2.3km walking track.	Implement Urana Victoria Park Redevelopment.	Ensure long-term maintenance of redevelopment projects.
	Implement targeted weed management program across the LGA.	Implement targeted weed management program across the LGA.	Implement targeted weed management program across the LGA.
	Implement new Biosecurity Act changes.		
	Work with Landcare for weed management and bush regeneration.	Work with Landcare for weed management and bush regeneration.	Work with Landcare for weed management and bush regeneration.

Goal	2018/19	2019/20	2020/21
3.2 Ensure attractive and vibrant public spaces.	Update and implement masterplans for Lonsdale Reserve and Lowe Square.	Update and implement masterplans for Lonsdale Reserve and Lowe Square.	Ensure long term planning includes strategies to maintain attractive and vibrant public spaces, or "community placemaking initiatives" as per CSP
	Implement Street Cleaning Services.	Implement Street Cleaning Services.	Implement Street Cleaning Services.
	Implement road side vegetation management, verge slashing and reserve mowing.	Implement road side vegetation management, verge slashing and reserve mowing.	Implement road side vegetation management, verge slashing and reserve mowing.
	Implement and monitor local litter laws.	Implement and monitor local litter laws.	Implement and monitor local litter laws.
	Provide Tree Management Services. Development of a Tree Register.	Provide Tree Management Services.	Provide Tree Management Services.
	Provide pest control and animal management / compliance services.	Provide pest control and animal management / compliance services.	Provide pest control and animal management / compliance services.
3.3 Conserve and utilise waterways, and develop their frontages.	Review and update the Mulwala Foreshore Master Plan including further community consultation.	Implement Mulwala Foreshore upgrades. Ensure long term planning includes strategies to conserve and utilise waterways, and develop their frontages	Ensure long term planning includes strategies to conserve and utilise waterways, and develop their frontages
	Work with Office of Water to maintain and repair river banks under Council control.	Work with Office of Water to maintain and repair river banks under Council control.	Work with Office of Water to maintain and repair river banks under Council control.

Goal	2018/19	2019/20	2020/21
3.4 Conserve and utilise public lands.	Support initiatives to manage flora and fauna conservation		
3.5 Support responsible land management practices.	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders	Partner with the Corowa and District Landcare to facilitate engagement with landholders to identify and monitor land management issues.	Ensure long term planning includes initiatives for supporting responsible land management practices.

Council Services:

- Animal compliance
- Local laws
- Street cleaning
- Waste collection
- Weed management
- Pest control
- Roadside vegetation management
- Community facilities management
- Tree management
- Caravan park management
- Park reserve management
- Emergency management

Key Performance Indicators:

Measure	Target
OLG reporting - dog attacks, impounded dogs	Decrease in dog attacks and impounded dogs
Reduction of water and energy use in parks and sporting facilities	20% reduction in water and energy use in parks and Council facilities





Outcome:

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

Priority 4. Social Federation

Goal	2018/19	2019/20	2020/21
4.1 Encourage an age-friendly environment.	Engage with relevant stakeholders to assess need for more aged care residences and support a proposal for investment where appropriate.	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.
	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Update and implement the Pedestrian Access and Mobility Plan (PAMP).
	Construction of Civic Centre lift to improve access for older residents and visitors.	Review and update the Ageing Well Guide.	Continue to engage with older residents when considering the long term planning of our social needs.
	Implement the “Social Federation” actions within the Ageing Well Strategy.	Implement the “Social Federation” actions within the Ageing Well Strategy.	Implement the “Social Federation” actions within the Ageing Well Strategy.
	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.

Goal	2018/19	2019/20	2020/21
4.2 Improve healthcare.	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.
	Advocate for health services that meet the needs of the community.	Advocate for health services that meet the needs of the community.	Advocate for health services that meet the needs of the community.
	Work with stakeholders to identify possible locations to supply health services - identify sites and cost estimates.	Identify possible locations to supply health services - identify sites and cost estimates.	Identify possible locations to supply health services - identify sites and cost estimates.
	Support Interagency meetings.	Support Interagency meetings	Support Interagency meetings
	Work with Community Transport Services to improve access to health care.	Work with Community Transport Services to improve access to health care.	Work with Community Transport Services to improve access to health care.
	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Facilitate opportunities to attract and retain General Practitioners to rural towns.
	4.3 Support young people.	Facilitate the Federation Youth Council to ensure young people are well represented.	Facilitate the Federation Youth Council to ensure young people are well represented.
Support the Youth Council to deliver a youth led initiative during Youth Week.		Support the Youth Council to deliver a youth led initiative during Youth Week.	Support the Youth Council to deliver a youth led initiative during Youth Week.
Support the development of a directory with youth focused and mental health services listed.		Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	Support the development of a directory with youth focused and mental health services listed.

Goal	2018/19	2019/20	2020/21
4.4 Support access to quality education.	Implement Community Arts Projects in schools.	Implement Community Arts Projects in schools.	Implement Community Arts Projects in schools.
	Advocate and support the sustainability of our schools.	Advocate and support the sustainability of our schools.	Advocate and support the sustainability of our schools.
	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.
4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs.	Support the Community Drug Action Team.	Support the Community Drug Action Team.	Support the Community Drug Action Team.
	Support agencies to provide Drug and Alcohol information and education.	Support agencies to provide Drug and Alcohol information and education.	Support agencies to provide Drug and Alcohol information and education.
	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Consider opportunities to partner with health providers to educate the community and build awareness of available services.

Goal	2018/19	2019/20	2020/21
4.6 Provide sport and recreational opportunities.	Provide Community Facilities Services.	Provide Community Facilities Services.	Provide Community Facilities Services.
	Finalise the Community Facilities Strategy.	Implement the Community Facilities Strategy.	
	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Circulate relevant information to sporting clubs to ensure they remain informed and updated.
	Support sporting clubs to access external funding by facilitating grant writing workshops.	Support sporting clubs to access external funding by facilitating grant writing workshops.	Support sporting clubs to access external funding by facilitating grant writing workshops.
4.7 Support childcare and family services.	Consult with stakeholders to facilitate the review and update of the Family and Children's Services Directory.	Support the communication and distribution of the Family and Children's Services Directory.	Support the communication and distribution of the Family and Children's Services Directory.
		Corowa Pre-School Extension Works.	
	Engage with relevant stakeholders to assess a need for more preschool services and support a proposal for investment where appropriate.		
	Deliver the mobile preschool service and plan for the implementation of the National Quality Standards.	Deliver the mobile preschool service in four LGA locations.	Deliver the mobile preschool service in four LGA locations.
	Undertake playground upgrades included in the Capital Works Program.	Undertake playground upgrades included in the Capital Works Program.	Undertake playground upgrades included in the Capital Works Program.
	Development of Mulwala All Abilities Playground.	Bangerang Playground and Parks Works.	Ensure ongoing maintenance of new playgrounds.

Goal	2018/19	2019/20	2020/21
4.8 Encourage community pride and spirit.	Support community events and initiatives through the delivery of the Community Grant program.	Support community events and initiatives through the delivery of the Community Grant program.	Support community events and initiatives through the delivery of the Community Grant program.
	Deliver major community events such as the Festival of Fun.	Deliver major community events such as the Festival of Fun.	Deliver major community events such as the Festival of Fun.
	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.
	Update the new residents pack, circulate and make available online.	Update the new residents pack, circulate and make available online.	Update the new residents pack, circulate and make available online.
	Continue to promote and encourage use of the free online community directory.	Continue to promote and encourage use of the free online community directory.	Continue to promote and encourage use of the free online community directory.
	Recognise Volunteers in the Federation Council area during Volunteers Week.	Recognise Volunteers in the Federation Council area during Volunteers Week.	Recognise Volunteers in the Federation Council area during Volunteers Week.
	Explore opportunities to support volunteer efforts in the community.	Facilitate volunteer coordination and support.	Facilitate volunteer coordination and support.

Goal	2018/19	2019/20	2020/21
4.8 Encourage community pride and spirit.	Attract and facilitate new events to the area.	Attract and facilitate new events to the area.	Attract and facilitate new events to the area.
	Consider development projects that enhance existing foreshore projects.	Commencement of Ball Park Foreshore Removable Café Project. Completion of Corowa to Mulwala Cycleway.	Ensure long term planning supports approved foreshore development projects and key stakeholders.
	Deliver Cemetery Management Services.	Deliver Cemetery Management Services.	Deliver Cemetery Management Services.
4.9 Ensure community safety.	Work with key stakeholders to facilitate forums that focus on community safety.	Work with key stakeholders to facilitate forums that focus on community safety.	Work with key stakeholders to facilitate forums that focus on community safety.
	Implement the Road Safety Program.	Implement the Road Safety Program.	Implement the Road Safety Program.
	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Manage the Service NSW Agency in accordance with business plan and all guidelines.
4.10 Celebrate the area's rich culture and heritage.	Convene a meeting with arts and cultural partners (visual arts, dance, theatre, literature etc) to explore networking opportunities.	Continue to facilitate an "arts alliance" network through meetings and partnerships.	Continue to facilitate an "arts alliance" network through meetings and partnerships.
	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.
	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.

Goal	2018/19	2019/20	2020/21
4.10 Celebrate the area's rich culture and heritage	Celebrate NAIDOC Week.	Celebrate NAIDOC Week.	Celebrate NAIDOC Week.
	Support local artists and galleries to foster a creative community.	Support local artists and galleries to foster a creative community.	Support local artists and galleries to foster a creative community.
	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.
	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.
	Continue to implement Sister City Exchange Program.	Continue to implement Sister City Exchange Program.	Continue to implement Sister City Exchange Program.
	Investigate opportunities for future development of the Federation Museum.	Develop a strategy to assist development of the Federation Museum.	Ensure long-term planning strategies include further development of the Federation Museum.
	Explore online opportunities to support the recording and promotion of the history of the LGA.	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.
	Support historical groups to actively collect and record the stories and experiences of our LGA.	Support historical groups to actively collect and record the stories and experiences of our LGA.	Support historical groups to actively collect and record the stories and experiences of our LGA.

Goal	2018/19	2019/20	2020/21
4.11 Work to address disadvantage in all its forms.	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.
	Facilitate and support the Disability Access Committee.	Facilitate and support the Disability Access Committee.	Facilitate and support the Disability Access Committee.
	Conduct a review of the Community Action Plans.	Ensure Community Action Plans are represented in long term planning for rural communities.	Ensure Community Action Plans are represented in long term planning for rural communities.
	Complete the Community Access Survey.	Identify community access needs and ensure these are included in long term planning for community access projects.	Identify community access needs and ensure these are included in long term planning for community access projects.
4.12 Provide library services and programs accessible to all residents and visitors.	Maintain libraries in Corowa, Howlong and Mulwala that are vibrant community spaces and provide opportunities for all members of the community.	Maintain libraries in Corowa, Howlong and Mulwala that are vibrant community spaces and provide opportunities for all members of the community.	Maintain libraries in Corowa, Howlong and Mulwala that are vibrant community spaces and provide opportunities for all members of the community.
	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to all communities.	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to all communities.	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to all communities.
	Deliver school holiday programs across the council area.	Deliver school holiday programs across the council area.	Deliver school holiday programs across the council area.

Goal	2018/19	2019/20	2020/21
4.12 Provide library services and programs accessible to all residents and visitors.	Provide opportunities for residents to participate in lifelong learning.	Provide opportunities for residents to participate in lifelong learning .	Provide opportunities for residents to participate in lifelong learning .
	Provide a free delivery service to housebound library patrons.	Provide a free delivery service to housebound library patrons.	Provide a free delivery service to housebound library patrons.
	Deliver children’s programs that lay the foundation for a lifelong love of books.	Deliver children’s programs that lay the foundation for a lifelong love of books.	Deliver children’s programs that lay the foundation for a lifelong love of books.
	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Provide free access to public computers and Wi-Fi through Federation Council libraries.
	Encourage library membership by promoting the range of services available.	Encourage library membership by promoting the range of services available.	Encourage library membership by promoting the range of services available.
	Facilitate some interactive programs for young people.	Facilitate some interactive programs for young people.	Facilitate some interactive programs for young people.
	Facilitate the provision of online cemetery records.	Facilitate the provision of online cemetery records.	Facilitate the provision of online cemetery records.

Council Services:

- Library services
- Community/ civic events
- Art space
- Community facilities
- Cultural services
- Community support
- Youth services
- Disability services
- Volunteer services
- Ageing well services
- Community Grants
- Road Safety

Key Performance Indicators:

Measure	Target
Event satisfaction	Increase of event attendees very satisfied
Library visitation numbers	Increase in library visitations
Library membership numbers	Increase in library membership numbers
Booking numbers of community centres and facilities	Increase in booking numbers at community centres and facilities
Number of community initiatives supported through grant program	Maintenance of initiatives supported through community grants program worth
Number of community partnerships	Increase in number of community partnerships formed
Successful funding grants and delivery of projects on time budget	Increase in value of grant funding secured



Well-Governed Federation



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

Priority 5. Well-Governed Federation

Goal	2018/19	2019/20	2020/21
5.1 Ensure rates and fees are in line with community needs.	Complete Council rate review and communicate rates and fees set and calculated.	Implementation of Council rate review findings and recommendations.	Implementation of Council rate review findings and recommendations.
	Complete service delivery review projects and communicate review outcomes to the community.	Consider ongoing rollout of service reviews and implement findings of previous reviews.	Consider ongoing rollout of service reviews and implement findings of previous review.
5.2 Work toward the equitable servicing of all areas.	Work with regional and state organisations to ensure consideration of cross council and border issues.	Work with regional and state organisations to ensure consideration of cross council and border issues.	Work with regional and state organisations to ensure consideration of cross council and border issues.
	Ensure Strategies, Business Plans and Service Reviews include assessment of adjoining Council areas and issues.	Ensure Strategies, Business Plans and Service Reviews include assessment of adjoining Council areas and issues.	Ensure Strategies, Business Plans and Service Reviews include assessment of adjoining Council areas and issues.
	Continue to actively seek grant funding for a range of projects across the council area.	Continue to actively seek grant funding for a range of projects across the council area.	Continue to actively seek grant funding for a range of projects across the council area.
	Deliver major projects as funded by the Stronger Communities Program	Deliver major projects as funded by the Stronger Communities Program	
	Deliver projects as funded by the Stronger Country Communities Program		
	Deliver projects funded by the Regional Growth Fund		
	Report on ongoing service provision and expenditure by area.	Report on ongoing service provision and expenditure by area.	Report on ongoing service provision and expenditure by area.

Goal	2018/19	2019/20	2020/21
5.3 Ensure good governance and administration.	Develop and implement Long Term Financial Plan.	Implement Long Term Financial Plan.	Implement Long Term Financial Plan.
	Review and re-develop Delivery and Operating Plan budgets.	Review and re-develop Delivery and Operating Plan budgets.	Review and re-develop Delivery and Operating Plan budgets.
	Demonstrate appropriate, effective and efficient financial services.	Demonstrate appropriate, effective and efficient financial services.	Demonstrate appropriate, effective and efficient financial services.
	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.
	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.
	Provide Councillor Support Services.	Provide Councillor Support Services.	Provide Councillor Support Services.
	Council meeting agendas and minutes distributed and available in accordance with legislative requirements.	Processes reviewed to ensure best practice in development and distribution of Council meeting agendas and minutes.	Council meeting agendas and minutes distributed and available in accordance with legislative requirements.
	Policy framework implemented	Policy framework implemented	Policy framework implemented
	Framework for access to information implemented. Proactive approach to the release of information.	Ensure a proactive approach to the release of information where possible.	Ensure a proactive approach to the release of information where possible.

Goal	2018/19	2019/20	2020/21
5.3 Ensure good governance and administration.	Implement Council's internal audit program.	Implement Council's internal audit program.	Implement Council's internal audit program.
	Review and implement Council's privacy management plan.	Implement Council's privacy management plan.	Implement Council's privacy management plan.
	Manage Council's insurance claims in a cost effective manner and in accordance with customer service charter.	Manage Council's insurance claims in a cost effective manner and in accordance with customer service charter.	Manage Council's insurance claims in a cost effective manner and in accordance with customer service charter.
	Conduct review of Delegations in line with organisational changes.	Ensure Delegations process is integrated with existing recruitment and training policies and guidelines.	Ensure Delegations process is integrated with existing recruitment and training policies and guidelines.
	Completion of Pecuniary Interest forms provided by Councillors in accordance with legislation.	Staff and councillors are provided with training on Conflict of Interest.	Staff and councillors are provided with training on Conflict of Interest.
	Develop and implement framework for supporting compliance with all council committees.	Implement framework for supporting compliance with all council committees.	Implement framework for supporting compliance with all council committees.
	Provide information to councillors on training and development opportunities.	Provide information to councillors on training and development opportunities. Councillor professional development plans in place.	Provide information to councillors on training and development opportunities. Councillor professional development plans implemented.
	Provide Council Records Services.	Provide Council Records Services.	Provide Council Records Services.

Goal	2018/19	2019/20	2020/21
5.3 Ensure good governance and administration.	Develop a long-term strategy for creating, registering and disposing of hardcopy and electronic records for each business area across all worksites.	Implement long-term strategy for creating, registering and disposing of hardcopy and electronic records.	Implement long-term strategy for creating, registering and disposing of hardcopy and electronic records.
	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.
	Implement Record Management Review actions in line with Business Plan and funding.	Continue implementation of Record Management Review and IT Services review actions.	Continue implementation of Record Management Review and IT Services review actions. Update all strategies, plans and policy within Records Management to reflect previous two years' implementation of review actions.
	Respond to changes in the Crowns Land Act	Develop Crown Lands Management Framework.	Consult with key stakeholders to ensure compliance with Crown Lands Act
5.4 Ensure extensive communication and consultation with residents.	Increase Council online presence via digital channels.	Ongoing rollout of new functionalities for Council's digital channels.	Maintain Council online presence via digital channels.
	Implement Council's Customer Service Charter.	Implement Council's Customer Service Charter.	Implement Council's Customer Service Charter.
	Implement Council's Community Engagement Strategy.	Implement Council's Community Engagement Strategy.	Implement Council's Community Engagement Strategy.

Goal	2018/19	2019/20	2020/21
5.4 Ensure extensive communication and consultation with residents.	Develop a Council Corporate Communications Strategy.	Implement Council's Corporate Communications Strategy.	Implement Council's Corporate Communications Strategy.
	Develop and implement an internal communications and engagement policy.	Implement internal communications and engagement policy.	Implement internal communications and engagement policy.
	Use Council's visual identity consistently in all public facing communications.	Use Council's visual identity consistently in all public facing communications.	Use Council's visual identity consistently in all public facing communications.
	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.
	Implement the "Well Governed Federation" actions within the Ageing Well Strategy.	Implement the "Well Governed Federation" actions within the Ageing Well Strategy.	Implement the "Well Governed Federation" actions within the Ageing Well Strategy.
5.5 Ensure quality customer service.	Respond to all customers in a timely and professional manner.	Respond to all customers in a timely and professional manner.	Respond to all customers in a timely and professional manner.
	Implement a customer satisfaction program to understand strengths and areas for improvement.	Implement a customer satisfaction program to understand strengths and areas for improvement.	Implement a customer satisfaction program to understand strengths and areas for improvement.
	Promote and maintain a user-friendly customer request system.	Promote and maintain a user-friendly customer request system.	Promote and maintain a user-friendly customer request system.

Goal	2018/19	2019/20	2020/21
5.5 Ensure quality customer service.	Investigate opportunities for expanding functionality of Council's website.	Continue to monitor functionality of Council's website	Continue to monitor functionality of Council's website
	Review the accessibility of customer service centres.	Implement actions to improve access to customer services centres.	Continue to monitor existing access to customer services to identify improvements.
	Provide public access to cemetery information and process transactions through Authority.	Provide public access to cemetery information and process transactions through Authority.	Provide public access to cemetery information and process transactions through Authority.
	Develop schedule of reviews for key service areas within Council.	Implement service reviews for key service areas within Council.	Implement service reviews for key service areas within Council.
5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	Research ways to improve efficiencies and compliance across the organisation in risk and Work Health Safety	Undertake actions to improve efficiencies and compliance across the organisation in risk and Work Health Safety	Continue to undertake actions to improve efficiencies and compliance across the organisation in risk and Work Health Safety
	Financial Management Services.	Financial Management Services.	Financial Management Services.
	Implement payroll services.	Implement payroll services.	Implement payroll services.
	Implement the Workforce Strategic Plan 2018-2021.	Implement the Workforce Strategic Plan 2018-2021.	Implement the Workforce Strategic Plan 2018-2021.
	Review the Council Workforce Management Strategy.	Implement the Council Workforce Management Strategy.	Implement the Council Workforce Management Strategy.
	Continue to implement staff performance reporting.	Continue to implement staff performance reporting.	Continue to implement staff performance reporting.

Goal	2018/19	2019/20	2020/21
5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	Review and update IT policies and maintain technical support for Council.	Maintain IT and technical support for Council.	Maintain IT and technical support for Council.
	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Ensure staff have required IT skills and an organisational awareness of IT functionality.
	Review security and upgrade Wi-Fi networks.		
	Launch of a staff intranet	Ensure staff are engaged with and update staff intranet	Ensure staff are engaged with and update staff intranet
	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.
	Conduct careers days and volunteers days in collaboration with school and local institutions.	Conduct careers days and volunteers days in collaboration with school and local institutions.	Conduct careers days and volunteers days in collaboration with school and local institutions.
	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Implement projects within Federation Risk Management Action Plans and Improvement Plans.
	Provide Risk and Compliance Services.	Provide Risk and Compliance Services.	Provide Risk and Compliance Services.
	Support Council Mapping Systems across the organisation.	Support Council Mapping Systems across the organisation.	Support Council Mapping Systems across the organisation.

Goal	2018/19	2019/20	2020/21
5.7 Effective asset management.	Review Asset Management Plan.	Implement Asset Management Plan.	Implement Asset Management Plan.
	Review all assets and condition and compile register.	Review all assets and condition and compile register.	Review all assets and condition and compile register.
	Ensure all new assets are financially sustainable.	Allocate resources to inspect new assets and report on condition.	Prepare Long Term Management Plan for new assets.
	Complete external asset audits (2 per year).	Complete external asset audits.	Complete external asset audits.
	Complete asset, regulatory and works related financial reporting on time.	Complete asset, regulatory and works related financial reporting on time.	Complete asset, regulatory and works related financial reporting on time.
5.8 Ensure appropriate emergency management.	Support the Local Emergency Management Committee.	Support the Local Emergency Management Committee.	Support the Local Emergency Management Committee.
	Set service levels for After Hours Emergency Response.	Support After Hours Emergency Response.	Support After Hours Emergency Response.

Council Services:

- Financial management
- IT support hardware software, systems
- Records management
- GIS
- Lease management
- Customer service
- Policy development
- Internal & external audits
- Risk and compliance
- Workforce management
- Performance reporting
- Council & committee support
- GIPA (Access to Information)
- Asset management

Key Performance Indicators:

Measure	Target
Time taken to complete GIPA requests	100% of GIPA requests resolved within legislated timeframe.
Efficient governance of council meetings	Minutes and Agendas are uploaded to the public 5 days before and 24 36 hours after a council meeting.
Compliance with statutory and legislative reporting requirements	100% compliance
Number of insurance claims	Number of public liability
Point of contact resolution at Council	30% of customer enquiries resolved at point of contact
Response to social media comments and enquiries	Increase in social media comments and enquires responded to within 24 hours
Response to media enquiries	Increase in media enquiries responded to within 24 hours
Compliance with financial sustainability benchmarks – Operating Performance Ratio, Own Source Revenue Ratio, Debt Service Ratio, Real Operating Expenditure Per Capita over time	100% compliance with benchmarks
Rates and charges outstanding	Decrease in the amount of rates and charges outstanding

Financials

Refer to the Federation Council's 2018-19 Revenue Policy and Financial Plan.

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