



**FEDERATION
COUNCIL**



**FEDERATION COUNCIL
DELIVERY PROGRAM
&
OPERATIONAL PLANS
2022/23 – 2025/26**

www.federationcouncil.nsw.gov.au

Record No: 22/8085
Adopted: 28 June 2022
Version: 1.0

Progress Report
July – December 2022 (H1)
Delivery Program
and
Operational Plans
2022/23 – 2025/26

Delivery Program Operational Plan 2022/23 – 2025/26

Council is pleased to present the 6-month progress report outlining progress in the first half of Year 1 of Councils 2022/2023 Operational Plan and the 2025/2026 Delivery Program. This report outlines the achievements gained in the first half of this reporting year, being from 1 July 2022 to 31 December 2022. The Operational Plan for 2022-23 has 113 actions. Ongoing actions or programs are depicted as being on track at 50% unless otherwise stated with projects represented as the percentage complete for the entire project.

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

Some of our milestones this period includes:

- Strategic Asset Management Plan (SAMP) and State of our Council Infrastructure report adopted by Council for local roads, bridges and footpaths.
- Asset Management Strategy completed and road hierarchy being developed.
- Drafting of the Special Rate Variation application is nearing completion. The application will be included on the January 2023 Council meeting agenda for Council endorsement prior to submitting to the Independent Pricing and Regulatory Tribunal in early February 2023. The Strategic Asset Management Plan has also been developed to enable long term planning to guide where funds are invested.
- Updated Masterplan for Lowe Square Recreation Reserve Howlong adopted by Council.
- Major works involving significant walking tracks, signage and river deck areas are continuing across the Corowa Foreshore courtesy of the Crown Reserve Improvement program grant.
- All tenders awarded for the 4 stages of works and works underway for 3 of the 4 stages of the significant renewals and upgrades of the Corowa Saleyards Centre.
- Pedestrian Access and Mobility Plan updated and funding obtained for some works as detailed in the plan.
- Support the Local Emergency Management Committee - Committee very active naturally through flooding event in late 2022.

- Provide After Hours Emergency Response - Ongoing program and staff were extremely busy and effective in the flooding in the latter half of 2022.
- Council continues to deliver actions from the Arts and Culture Strategy including planning and development of a Reconciliation Action Plan (RAP) for the Federation Council, By the Banks Mural in Mulwala, Murray Arts membership and promotion to the broader community, NADIOC Week and National Reconciliation Week celebrations and activities, library school holiday activities including visit authors, musicians and nature weaving activity. Projects underway include planning for the 2023 Bald Archy exhibition, Historic Photo Art Work in partnership with the Mulwala Library History Group, development of North of the Murray sculpture and mural trails, and Public Art Policy review.
- Funding achieved through Community Events Program to host North of the Murray Event Series.
- Village Flood plain management plans finalised. Council received a grant to progress 4 village flood mitigation design works.

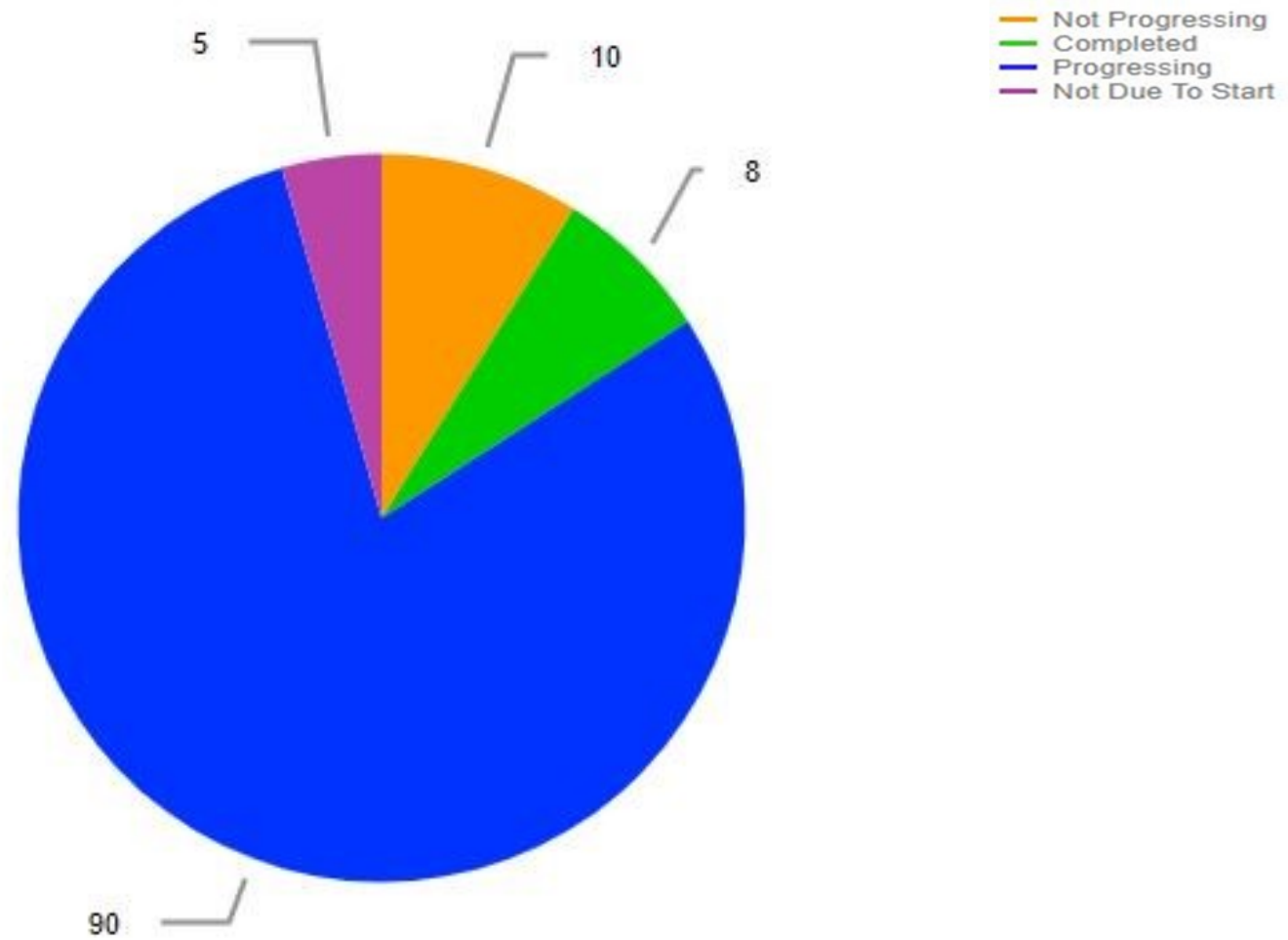
Key priorities for the next 6 months include:

- Water Systems capacity review expected to be finalised.
- Detailed evaluation work has been undertaken to inform planning for construction of a new Corowa Sewerage Treatment plant
- Progress flood mitigation design works for four villages.
- Significant progress expected to be made on the sale of land in Howlong Industrial Estate.
- Further progress the Local Environmental Plan and Growth Strategy consultation undertaken.
- Finalise the 3 stages of works for the Corowa Saleyards with works already well underway, and make progress on stage 4 (Administration Centre).

Mayor Patrick Bourke



Diagram 1. Action snapshot July-December 2022 (H1)





Outcome:

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

Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Develop an overarching Asset Management Plan for Council's Assets.	Completed	100%	Strategic Asset Management Plan (SAMP) developed, and State of our Council Infrastructure Assets report and adopted by Council after public consultation.
	1.1.2	Finalise Asset Management Plan for local roads, bridges and footpaths.	Completed	100%	Plan completed and adopted by Council
	1.1.3	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.	Progressing	50%	Asset management strategy completed - road hierarchy progressing
	1.1.4	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.	Progressing	50%	Ongoing program as funding permits.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Implement a Capital Works renewal and improvement program for Aquatic, recreational, and other community facilities.	Progressing	50%	Ongoing program.
	1.2.2	Develop Masterplan for Memorial Park/ Cross Street Reserve Howlong.	Progressing	20%	Budget allocated to complete task - work delayed due to flooding.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.1	Implement a Capital Works renewal and Improvement program for water services.	Progressing	35%	Ongoing program.
	1.3.2	Develop water systems capacity review (Corowa, Howlong and Mulwala).	Progressing	95%	Final reports being prepared - due in next period
	1.3.3	Implement Water Infrastructure upgrades for Howlong.	Progressing	50%	Tenders for watermain upgrades let.
	1.3.4	Seek funding for the renewal of the Mulwala Water Treatment Plant.	Progressing	10%	Government agencies aware of funding requirements
	1.3.6	Develop Integrated Water Cycle Management Plan.	Progressing	5%	Resource capability is hampering working on this project. Current thinking is to re-engage consultants to progress the project.
Maintain and improve sewerage services and systems to meet the needs of residents and industry.	1.4.1	Implement a Capital Works renewal and improvement program for sewer services	Progressing	50%	Ongoing program.
	1.4.2	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment plant.	Progressing	50%	Detailed evaluation work has been undertaken in all townships - work progressing according to plan.
	1.4.3	Develop Sewerage Systems	Progressing	50%	Ongoing program.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve stormwater and flood protection systems to meet the needs of residents and industry.	1.5.1	Implement a Capital Works renewal and improvement program for stormwater services	Progressing	25%	Ongoing program, limited funding allocated to stormwater improvement works.
	1.5.3	Finalise Urana and surrounding villages Flood Management Plan , develop long term works plan and seek funding for implementation	Progressing	50%	Village Flood plan management plans finalised. Council received a grant to progress 4 village flood mitigation design works.
	1.5.5	Finalise Howlong, Corowa and Mulwala Flood Study and Plan	Progressing	25%	Flood Study Data being updated to include the September to November 2022 Floods.
Advocator for public transport, telecommunications and energy utilities that meet the needs of residents and industry.	1.6.1	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry	Progressing	50%	Council advocates across a range of areas including through RAMJO to continue to seek better outcomes for the community from these non-Council services.
Improve waste management services.	1.7.1	Actively participate in kerbside collection contract renewal process	Progressing	50%	On target.
	1.7.2	Finalise Federation Council Waste Strategy	Not Progressing	0%	No resources available to progress this task at this point in time.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve waste management services.	1.7.3	Introduce three bin system for all waste collection areas under the joint contract	Progressing	50%	Staff are working with Halve Waste and have received a Food and Organics Grant grant for the education and consultation components of this new service, and all areas will have the three bin system under the new contract planned to commence on 1 July 2024.



Economic Federation

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres, on the Murray River, and affordability.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Finalise the Federation Council Growth Strategy, ensuring it includes projects to achieve higher rates of population and employment growth, especially in youth and young family segments	Progressing	25%	Progressing as resourcing permits.
Support workforce development.	2.2.1	Work with RAMJO and other key stakeholders to prepare a plan which addresses critical local skills shortages	Progressing	50%	Progressing as appropriate to discussions in with RAMJO and key stakeholders.
Encourage affordability.	2.3.1	Ensure strategy and long-term planning considers the development of new affordable residential land.	Progressing	25%	Included in the Growth Strategy assessment and also being driven by State Government Planning Policies and Priorities.
Support inward investment.	2.4.1	Develop an Economic Advocacy Plan	Not Progressing	0%	Has not commenced due to current staffing vacancies resulting in no resource being allocated to this project.
Support inward investment.	2.4.2	Support and encourage opportunities for increased public and private sector investment across the council area	Progressing	40%	Councils Economic Development Strategy contains actions in this area. Council is also progressing its Growth Strategy, a major strategic land use plan to enable orderly infrastructure development in suitable land release areas. Councils Howlong Industrial Precinct also has lots available and selling.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support inward investment.	2.4.3	Seek public and private sector investment for upgrades to Ball Park Caravan Park	Progressing	30%	Progressing, Annuals precinct concept design has been developed and a firm to undertake the detailed design for services is now being sought. Needs additional internal and external (budget) to progress in a more timely manner.
Support entrepreneurship and industrial diversification.	2.5.1	Progress sale of industrial land in the Howlong Industrial Estate	Progressing	50%	Continuing.
	2.5.2	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects	Progressing	20%	First round of Growth Strategy consultation undertaken.
	2.5.3	Develop and Implement Commercial activities on Public Land Policy	Progressing	50%	Ongoing - under co-operative development with internal stakeholders.
Support a collaborative regional approach to economic development.	2.6.1	Progress actions within the Federation Council Economic Development Strategy	Progressing	30%	Restricted progress given level of resource available to advance the project.
	2.6.2	Support and encourage innovative industry trials and projects where appropriate	Progressing	50%	Ongoing support and development of strategic relationships with key industry stakeholders, and progressing of MOUs as appropriate with Council.
Support a collaborative regional approach to economic development.	2.6.3	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives	Progressing	50%	Ongoing involvement including input into Corowa Wahgunyah Rutherglen and Mulwala Yarrowonga Local Area Plans.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.1	Deliver Stage 1 of the masterplan for the Corowa saleyards	Progressing	70%	All tenders awarded for the 4 stages of works and works underway for 3 of the 4 stages.
Increase tourism.	2.8.1	Continue to develop and market the electronic newsletter as a means of communicating with tourism stakeholders	Progressing	50%	Ongoing - actioned as per strategic plan.
	2.8.2	Continue implementation of the North of the Murray 5-year Destination Marketing Strategy 2020 - 2024	Progressing	50%	Ongoing as per strategic implementation plan.
	2.8.3	Actively seek opportunities for external funding to support the development of key tourism product	Progressing	50%	Ongoing. Funding achieved through Community Events Program to host North of the Murray Event Series.
Enhance retail.	2.9.2	Support Initiatives to encourage residents to shop locally	Progressing	50%	Supported via relationship with Corowa Business Chamber and other key stakeholder groups.
Support business development.	2.10.1	Progress funding strategy for Masterplan for Corowa Aerodrome.	Progressing	20%	A major grant was applied for to allow a Business Case to be developed for the Corowa Aerodrome, however was not successful. Further work is required and a draft funding strategy will be prepared for Council to consider.
	2.10.2	Facilitate local business support services in line with Economic Development Strategy	Progressing	30%	Progressing in line with the resource available to advance the project.



Natural Federation

Outcome:

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

Natural Federation

Sustainable landscapes, waterways and open space to support various lifestyle choices, protect the natural environment and adapt to a changing climate..

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.1	Adopt updated Lowe Square Howlong Masterplan	Progressing	80%	Draft plan submitted to Council - minor changes to be made and approved by Council
	3.1.4	Finalise John Foord Corowa Reserve Masterplan	Progressing	50%	Overall structure plan for the area adopted by Council. The Football Netball club have developed a Masterplan consistent with this, for the John Foord oval and surrounds. Yet to be adopted by Council.
	3.1.5	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans	Progressing	50%	The Crown Reserve Improvement program grant was received as a result of this strategic planning. Major works involving significant walking tracks, signage and river deck areas are continuing across the Corowa Foreshore.
Conserve and utilise waterways, and develop their frontages.	3.3.1	Progress upgrade to Corowa Foreshore (Ball Park Reserve)	Progressing	50%	See above.
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation	Progressing	50%	Ongoing program including support to Corowa District Landcare.
	3.4.2	Finalise Crown Land plan of management across Council managed Crown Reserves	Progressing	60%	In progress.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for landholders	Progressing	50%	Ongoing program.
Implement consistent and appropriate land use planning strategies	3.6.1	Finalise Federation Council Local Environmental Plan including supporting Growth strategy, studies and plans	Progressing	30%	Progressing as resourcing permits. Additional in-house resourcing required due to increasing changes at state level in planning requirements.
	3.6.2	Preparation of Council wide Development Control Plan	Not Progressing	0%	Additional resourcing required.
	3.6.3	Review and Update of developer contribution plans	Not Progressing	0%	Grants have been applied for but not successful to date.
	3.6.4	Update of Community Strategic Planning Statement	Not Progressing	0%	Will review and update when resourcing permits
	3.6.5	Update community participation plan in accordance with EP&A act 1979	Not Progressing	0%	Will be reviewed and updated as resources allow,



Social Federation

Outcome:

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

Social Federation

Close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Update and Implement the Pedestrian Access and Mobility Plan (PAMP)	Completed	100%	Update completed - funding obtained for some works detailed in plan
	4.1.2	Support the work of the Ageing Well Committee	Progressing	50%	Council meets monthly with the Ageing Well Committee and support indicatives such as Aqua Exercise led by the members.
	4.1.3	Renew and implement the actions within the Ageing Well Strategy	Progressing	50%	A review of the Federation Ageing Well Strategy 2018-2022 has occurred and a plan is underway to develop Council's second Ageing Well Strategy. Community consultation will begin in February of 2023.
	4.1.4	Celebrate the contributions of senior residents through the delivery of a Seniors Week initiative	Progressing	50%	NSW Seniors Festival is scheduled for February 1- 12 February 2023. Initial planning is underway for a Council hosted event.
	4.1.5	Finalise purchase of Billabidgee Units Urana	Progressing	80%	Further progress has been made with the compulsory acquisition of the land for the Billabidgee Units in Urana. Approval for the transfer of funds from reserve was granted at the October 2022 meeting of Council to enable the purchase to proceed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support young people.	4.3.1	Support the work of the Youth Council	Progressing	50%	Planning is underway to relaunch the Federation Youth Council in 2023. Has been hampered by loss of responsible staff member.
	4.3.2	Continue to support the development, maintenance, and roll out of a directory with youth focused and mental health services listed	Progressing	50%	Council continues to promote and update the directory with youth focused and mental health services listed.
	4.3.3	Investigate the benefits of developing a youth strategy	Progressing	20%	Council applied under the Stronger Communities Funding to develop a Youth Strategy for the Federation Council area.
Support access to quality education.	4.4.1	Advocate for the preservation of schools in rural communities	Progressing	50%	Government have shown a very fair approach to keeping schools open even with low numbers, however in recent years two primary schools in the Council area have closed due to low numbers. The end of 2021 saw Saint Francis Xavier Urana close, and Savernake Public school at the start of 2021 went into recess.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the work of the Primary Prevention Team.	Progressing	50%	Council sits as a member on the Federation Primary Prevention Team and provides ongoing support including hosting meetings and taking minutes.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide sport and recreational opportunities.	4.6.1	Seek grant funding for community-led sport and recreational projects	Progressing	50%	Council has made application to support the development of infrastructure that will enable ongoing implementation of community-led sport and recreational projects across the LGA.
Support childcare and family services.	4.7.1	Support awareness and access to the Family and Children's Services Directory.	Progressing	50%	Council continues to promote the Family and Children's Services Directory both online and hard copy that is included in the New Resident Kits and Kinder bags.
	4.7.2	Deliver the mobile preschool service across the northern area of the LGA	Progressing	50%	Service delivered in four locations. Service adapted to recent flood events. Resulted in some unavoidable temporary service closures.
	4.7.3	Support schools to participate in Council led activities	Progressing	50%	Council continues to offer opportunities for schools to participate in Council led activities such as the online Miki City student forum, Federation Community Expo, Australia Day school achiever awards, Youth Week celebrations and the Federation Youth Council.
	4.7.4	Ensure long term plans enable child care services to support the Mulwala community	Progressing	20%	Issue raised and identified in the Community Sessions for Growth Strategy

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.2	Continue to promote and encourage use of the free online community directory	Progressing	50%	Council continues to promote the online community directory via its communication channels, directly to community groups and organisations and as part of the New Resident Kit.
	4.8.3	Recognise volunteers in the Federation Council area during Volunteers Week	Progressing	50%	Council plans to recognise volunteers during Volunteers Week in May 2023.
	4.8.4	Develop and implement a management framework to support the valued work of volunteers.	Not Progressing	0%	The impact of the flood event has delayed this week. This will recommence in early 2023.
Ensure community safety.	4.9.1	Implement the road safety program	Progressing	50%	Ongoing program.
	4.9.3	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.	Progressing	50%	Ongoing service.
	4.9.4	Implement the companion animal management plan.	Progressing	50%	Documentation being updated in line with state legislation
Celebrate the area's rich culture and heritage.	4.10.1	Develop and Implement a Reconciliation Action plan for the Federation Council area.	Progressing	40%	Ongoing as per direction and guidance of lead advisory group.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.2	Deliver actions from the Arts & Culture Strategy including support for the Arts and Culture Committee.	Progressing	50%	<p>Council continues to deliver actions from the Arts and Culture Strategy including planning and development of a Reconciliation Action Plan (RAP) for the Federation Council, By the Banks Mural in Mulwala, Murray Arts membership and promotion to the broader community, NADIOC Week and National Reconciliation Week celebrations and activities, library school holiday activities including visit authors, musicians and nature weaving activity.</p> <p>Projects underway include planning for the 2023 Bald Archy exhibition, Historic Photo Art Work in partnership with the Mulwala Library History Group, development of North of the Murray sculpture and mural trails, and Public Art Policy review.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.3	Continue to progress Council's friendship agreement with Miki City	Progressing	50%	<p>Federation Council has celebrated its 25-year sister city friendship with Miki City in Japan this year with a special sharing of gifts between the countries. Even though COVID has not allowed the delegates to travel, communication and engagement has continued including an online student forum hosted by Miki.</p> <p>Council continues to meet and seek advice from the Federation Miki City Advisory Committee.</p> <p>A documentary film capturing the 25-year sister city relationship between Federation Council and Miki City, by Nomad Films is currently underway. The project has received funding support from the Department of Foreign Affairs and Trade, and the Australia Japan Foundation. The documentary film will be launched in 2023 alongside a memorabilia exhibition, showcasing collections, gifts, photos and stories.</p>
	4.10.4	Ensure long term planning strategies include further development of the Federation Museum.	Progressing	30%	To be included as and when appropriate in alignment with Council strategies and processes.
	4.10.5	Investigate a sister city relationship with an urban council	Not Progressing	0%	No resource to progress currently.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Progressing	50%	Council adopted the Federation Disability Access and Inclusion Action Plan 2022-2026 at the Ordinary Council meeting in April 2022. The Federation Disability Access and Inclusion Action Plan 2022-2026 sets out what Council will do over the next four years to make the Federation Council area more accessible and inclusive. Council is working towards actions from year 1 of the plan.
Provide library services and programs accessible to all residents and visitors.	4.12.1	Encourage Library membership by promoting the range of services available.	Progressing	50%	
	4.12.2	Deliver school holiday programs across the Federation Council area.	Progressing	50%	
	4.12.3	Provide a free delivery service to housebound library patrons	Progressing	50%	



Well-Governed Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.1	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.	Progressing	50%	Two meetings of the Rates Advisory Committee were held prior to the end of December 2022. The Advisory Committee has determined that they require comprehensive additional information before they will be able to provide meaningful input into the rates review process.
	5.1.2	Progress Special Rate Variation application for 2023/24 to invest in road maintenance and renewal and support the financial sustainability of council.	Progressing	70%	Drafting of the Special Rate Variation application is nearing completion. The application will be included on the January 2023 Council meeting agenda for Council endorsement prior to submitting to the Independent Pricing and Regulatory Tribunal in early February 2023. The Strategic Asset Management Plan has also been developed to enable long term planning to guide where funds are invested.
	5.1.3	Engage with the community when setting annual fees and charges	Progressing	50%	Ongoing as appropriate.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.1	Work with Regional and state organisations to ensure consideration of cross council border issues	Progressing	50%	All State and Council planning is considerate of Cross Border matters. Council also in the last 12 months has entered into a Memorandum of Understanding with Berrigan (NSW), and Moira (VIC) and Indigo (VIC) Councils, to ensure Councils planning and services are considered with a strategic and cross border lens.
	5.2.2	Ensure Service Reviews include assessment of service levels across Council areas.	Progressing	20%	Staff have undertaken various service reviews each reporting year, however a new Service Review Framework is to be developed in 23/24 to allow a new approach to scheduling reviews of all Council services, including levels of service and community consultation into public facing services.
Ensure good governance and administration.	5.3.1	Review Delegations from Council to the Mayor and General Manager.	Completed	100%	Delegations from Council to the Mayor and Council to the General Manager have been reviewed and adopted by Council at the 15 August Ordinary Council meeting.
	5.3.2	Review Delegations from the General Manager to staff.	Completed	100%	Updated delegations were issued to all staff by the General Manager on 23 December 2022. These will be populated in Council's Delegation management system (Pulse).

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.5	Review Open Access records.	Not Due To Start	0%	Open Access review conducted annually in accordance with GIPA Act and Regulation. Last review completed in June 2022. This requires whole of organisation consultation and input. Review is scheduled to commence with staff consultation in March 2023 to ensure finalisation by June 2023.
Ensure good governance and administration.	5.3.6	Review of Privacy management Plan.	Progressing	20%	This action requires whole of organisation input and consultation. Minor progress made but with the appointment of a Manager People and Culture and Governance Support Officer, there will be greater capacity to focus on this which is a high priority for Council.
	5.3.7	Review of Delivery Program/ Operational Plan	Not Due To Start	0%	This action is due by 30 June 2023. Review of DP and OP is carried out in line with review of budget and will commence early in 2023.
	5.3.8	Prepare Annual Report	Completed	100%	The Annual Report has been prepared and adopted by Council at its 29 November Ordinary meeting. Resolution 386/2022FC. The Annual Report has been published on the Councils website and OLG notified.
Ensure good governance and administration.	5.3.11	Develop Councillor Professional Development program	Progressing	30%	Quotes sourced and being assessed. Councillor assessments to commence early 2023 and Professional Development plans to be completed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.12	Introduce framework for managing council's obligations under the Modern Slavery Act 2018	Not Progressing	0%	The impact of the flood event has delayed the commencement of this work.
	5.3.13	Standardise Practices to meet child safe standards	Not Due To Start	0%	
Ensure extensive communication and consultation with residents.	5.4.1	Develop community engagement strategy in accordance with legislation	Progressing	70%	The development of Council's first organisation wide Community Engagement Strategy is underway. Community consultation will be delivered on this project in the first half of 2023 which will support the compilation of the strategy.
	5.4.3	Implement internal communications strategy.	Progressing	80%	Sub-strategies and plans are developed for more specific projects and initiatives of Council. Overall strategy to be reviewed and developed as per legislative requirements.
Ensure extensive communication and consultation with residents.	5.4.4	Maintain Council online presence via digital channels	Progressing	50%	Maintaining of Council's online presence via digital channels is ongoing. Annual action plan has been developed for service areas to build website content. A corporate website refresh project was also delivered in late 2022 to ensure the website is in line with Web Content Accessibility Guidelines and design best practice. Council's data on its increased presence on social media and other digital platforms is trending positively and strongly.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.1	Review the customer service charter and implement associated actions to improve the customer experience.	Not Due To Start	0%	
	5.5.2	Maintain a user-friendly customer request system	Progressing	50%	Ongoing service and adjustments made where possible/suitable based on feedback.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Implement a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement	Not Due To Start	0%	Staff have undertaken various service reviews each reporting year, however a new Service Review Framework is to be developed in 23/24 to allow a new approach to scheduling reviews of all Council services, including levels of service and community consultation into public facing services.
	5.6.2	Implement Workforce Management Plan.	Progressing	5%	A Manager People and Culture has been appointed to lead the implementation of the Workforce Management Plan, commencing in December 2022.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.3	Implement Long Term Financial Plan and associated strategies	Progressing	50%	Ongoing program.
	5.6.5	Develop Internal Audit Charter.	Progressing	30%	There is a Charter in draft that has been on hold awaiting finalisation of new Internal Audit and Risk Management Guidelines. This can be circulated to the committee for discussion and any changes.
	5.6.7	Conduct annual Insurance renewals	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.8	Develop Climate change adaptation plan	Progressing	5%	Funding was sought for this initiative however was unsuccessful. Options for delivering this within existing resources are being considered.
	5.6.9	Work with the roads advisory committee to respond to priority road concerns	Progressing	50%	Meetings being held to work through priority road concerns.
	5.6.10	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies	Progressing	20%	The impact of the flood event has delayed the progression of this work.
Provide effective asset management.	5.7.1	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Progressing	50%	An Asset Committee has been meeting to review and progress actions, to now include the improvement plan from the Strategic Asset Management Plan.
	5.7.2	Develop and Implement Asset Management Plans	Progressing	35%	Refer above.
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Progressing	50%	Committee very active naturally through flooding event in late 2022.
	5.8.2	Provide After Hours Emergency Response.	Progressing	50%	Ongoing program and staff were extremely busy and effective in the flooding in the latter half of 2022.