



**FEDERATION  
COUNCIL**

FEDERATION COUNCIL  
DELIVERY PROGRAM  
2018-2021  
AND  
OPERATIONAL PLAN

**2019-2020**

**Delivery Program and  
Operational Plan**

**2019-2020**

**July to December 2019**

**Progress Report**



**FEDERATION  
COUNCIL**

# Delivery Program 2018-2021



Council is pleased to present the 6 month progress report outlining progress in year 2 of Councils 2018-21 Delivery Program, being Operational Plan 2019-20. This report outlines the achievements gained in the first half of this reporting year, being from 1 June 2019 to 30 December 2019. The report is also available for downloading via Councils website at <https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Reporting>.

A total of 236 actions are proposed in the Operational Plan for 2019-20. The graph at diagram 1 below provides a snapshot of all of the actions and their progress. Please also take the time to read the entire report, which includes % achieved, and also many comments as to the status of the actions.

Council is pleased with overall progress, and many of the day to day services are being delivered to a high standard, as well as the additional unprecedented workload of so many major projects, thanks to the generous State and Federal Government funding.

Council has delivered a strong suite of projects in the period, with the highest value project being completion of the Mulwala Business Park. Council has also constructed many other projects and delivered other significant programs for the benefit of the Community. Council is confident of continued solid progress across the last half of this reporting period also, whilst some of the major projects will continue into the following years Operational Plan.

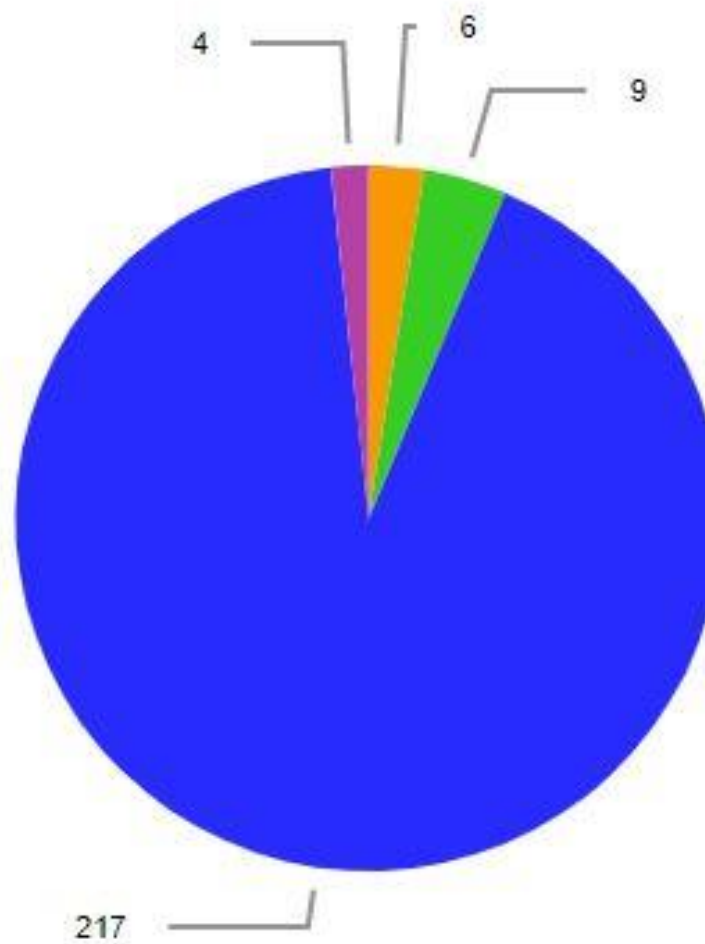


**Mayor Patrick Bourke**

## Diagram 1. Action snapshot

Year 2 Operational Plan  
2019-2020  
1 July 2019 - 31 December 2019

Not Progressing  
Completed  
Progressing  
Not Due to Start





**Outcome:**

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

## Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Progressing	50%	Construction and maintenance programs being delivered effectively.
	1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, urban Sealed Roads, footpaths and bridges.	Progressing	50%	Capital works program being delivered effectively.
	1.1.3	Scope effective location based text messaging services for works program and update website.	Completed	100%	Works updated to website on a regular basis.

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.	1.1.4	Review scope and plans for revitalisation of Corowa Main street (Sanger) project.	Progressing	40%	Consultants were engaged to review scope for the project. Street audits and trader consultations have occurred, and a Councillor workshop was held in November 2019, to consider initial feedback from consultation and investigations. Further progression in 2020 to define scope and consider additional funding strategy if required.
	1.1.5	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	Progressing	75%	Roads and bridges undertaken on a regular basis - stormwater and footpaths currently coming online.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Implement Capital Works Program to address priority facility needs.	Progressing	50%	Capital works program for community and aquatic facilities being delivered, including major community projects, including boat ramps, fishing jetties, car-parking, new playgrounds, skate-parks and toilet blocks. Further major works occurring across 2020.
	1.2.4	Construct new Corowa Swimming Pool complex.	Progressing	35%	Concepts consulted upon and design agreed, to allow contract for Design and Construction of the Project to be awarded in October 2019. Final designs and approvals being sought to commence construction in first quarter of 2020.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.5	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Not Progressing	0%	Pending commencement of Manager Recreation in early 2020.
	1.2.6	Commence construction of Corowa Skate Park.	Not Due To Start	0%	Design finalised after consultation. Tender advertised for construction, to be considered at January 2020 Council, for construction through 2020.
	1.2.7	Ensure Swimming Pool Management Services are delivered.	Progressing	50%	All pools opened for the 2019/2020 season and receiving good feedback from the decision to allow free entry. Unsupervised/Fob entry system at Urana pool has increased usage significantly.
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.1	Implement Capital Works Program for sewerage, water and flood protection services.	Progressing	50%	Capital works program being delivered effectively.
	1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	Progressing	30%	Consultants employed to look at various drainage issues across the towns. Flood studies will also cover this, and are underway for Urana, Oaklands, Boree Creek, Rand and Morundah, with Howlong, Corowa and Mulwala receiving grant funding, and being planned for 2020.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.3	Implement a Water & Sewerage maintenance program	Progressing	50%	Water and Sewerage maintenance program being implemented effectively. New Manager Utilities created for implementation in 2020, to continue to drive strategic works in these critical units.
	1.3.4	Implement Urana and surrounding villages Floodplain Management Plan	Progressing	75%	Project continuing in accordance with milestones and funding requirements, with works to be finalised in 2020.
	1.3.5	Implement, conduct, monitor and review asset inspections – water and sewer.	Progressing	50%	Inspections occurring and new Asset Management Plans being completed.
	1.3.6	Ensure funding strategy and long term planning includes construction of a Howlong Water Treatment Plant, Mulwala Water Treatment Plant and a new Corowa Sewerage Treatment Plant.	Progressing	50%	Works are underway, including scoping for options for best site for new Mulwala Water Treatment Plant. New Manager Utilities to progress in 2020.
	1.3.7	Develop Systems Capacity Review (Corowa, Howlong and Mulwala).	Not Progressing	0%	Waiting on funding to allow this project to commence in early 2020. Focus of new Manager Utilities.



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.	1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	Progressing	50%	Works being implemented effectively including continuing to upgrade and improve telemetry, and back-up/recovery systems, and linking of all sites.
Work toward utilities that meet the needs of residents and industry.	1.4.1	Development of a reduced utility cost projects strategy.	Not Progressing	0%	Further investigation and definition required, and requires to be considered with system capacity and new Local Environmental Plan projects.
	1.4.2	Ensure a funding strategy and long term planning considers development of local solar renewable energy products.	Progressing	30%	Early work underway in accordance with Councils resolution to become electricity neutral by 2025.
	1.4.3	Investigate opportunities to become electricity neutral by 2025.	Progressing	30%	Initial discussions held to develop strategy to meet this action. Staff working group formed, Councillor workshop planned for early 2020, and consultant to be sourced to further progress, and also involving RAMJO.
Work toward telecommunications that meet the needs of residents and industry.	1.5.1	Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.	Progressing	40%	NBN roll out has been undertaken in the southern parts of the Council area. Less densely populated areas are serviced by the Sky-muster satellite. ADSL services are available, and this is also a strategic priority for RAMJO, of which Council works with, to progress.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward telecommunications that meet the needs of residents and industry.	1.5.2	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Progressing	40%	Council is working with RAMJO to progress this, as a key strategic priority for the region.
Work toward public transport that meets the needs of residents and industry.	1.6.1	Advocate and work to support improved access to community transport throughout the Council area.	Progressing	50%	Advocacy occurs where opportunities present.
	1.6.2	Implementation of Corowa to Mulwala Cycleway project.	Progressing	20%	In design and approvals phase. Major project that will require significant additional planning and design work before delivery.
	1.6.3	Implement Aerodrome Management Plan and Strategy.	Progressing	50%	Focus for 2020 and requires confirmation of if Amber Aviation are able to meet terms of agreement to lease, to allow lease for them to manage site, to commence. A Federal Government Building Better Regions grant has also been lodged to fund major works.
	1.6.4	Implement Aerodrome Management Services.	Progressing	50%	Works being undertaken, future capital required to tarmac that would require additional funds.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward public transport that meets the needs of residents and industry.	1.6.5	Develop a funding strategy and long term planning to include strategies to address improvements to heavy vehicle transport needs of residents and industry.	Progressing	50%	Council has significantly improved its access to Heavy Mass Limit (HML) vehicles. Long Term Financial Plan and Asset Management Plan (Roads and Bridges especially) being revised to capture future needs/address backlogs. Grants being applied for, with success in some cases. This has allowed works to occur on key roads. RAMJO also assisting in this area on a regional basis.
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Progressing	50%	Services being provided effectively.
	1.7.2	Provide Environmental Health Services.	Progressing	50%	Services being provided, with an improved focus being required on ensuring Councils meets its obligations under appropriate legislation, including Trade Waste, and Onsite Sewerage Management.
	1.7.3	Provide Development Assessment services.	Progressing	50%	Service being provided effectively.
	1.7.4	Provide Strategic Land Use Planning Services.	Progressing	50%	Service provided on request by way of advice only, and as allowable. Developers are required to produce their own proposals.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Consistent and appropriate land use planning outcomes.	1.7.5	Implement Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	50%	Draft Documents due 30 June 2020 for new Local Environmental Plan.
	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Progressing	50%	Ongoing service, updates and improvements made when required, and new customer self-service access centre being provided for Corowa Office in 2020. Staff visiting other sites more regularly also.
	1.7.7	Implement Development Contributions Plan.	Completed	100%	New Developer Levy Plan adopted by Council.
	1.7.8	Undertake Building Inspection Services.	Progressing	50%	Duplication/similar to action 1.7.1 - delete in next set of plans. Service being provided effectively.
Improve waste management services.	1.8.1	Develop a Waste Management Strategy and ensure alignment of service levels to residents' and industry's needs.	Progressing	30%	Strategy being developed and a draft will be presented to council in early 2020. Major project.
	1.8.2	Identify and implement opportunities to discourage dumping.	Progressing	50%	Ongoing work being undertaken via the RAMJO Waste Group, and staff also respond on complaint/observation basis to incidents as required.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve waste management services.	1.8.3	Investigate and implement opportunities to increase recycling.	Progressing	30%	Will be part of the overall waste strategy for the Federation Council area.
	1.8.4	Implement Waste Collection and Recycling Services.	Progressing	50%	Waste collection services in place, and kerb side recycling is also available in Corowa, Howlong and Mulwala. Drop off facilities for some recyclables are also available at most Waste Facilities. The new Waste Strategy will consider recycling at other towns and villages also.
	1.8.5	Effective management of Councils Landfill Operation Services.	Progressing	50%	Reviews of all sites being undertaken and the new Waste Strategy also being undertaken, will direct future Landfill Operations. Major improvements being made to Corowa facility to improve compliance, and requires additional funding.
	1.8.6	Participate in Waste Education Program in conjunction with local provider.	Progressing	50%	Provided as part of the RAMJO educational projects via the waste group.



## **Economic Federation**

**Outcome:**

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



MULWALA  
**Business Park  
& Industrial Estate**

Australian Government  
FEDERATION COUNCIL  
BUILDING OUR FUTURE  
National  
Stro  
Reg  
Fu

CREATING OPPORTUNITY  
F  
C  
federation  
visitcorov



## Economic Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	Support provided including advocacy to encourage manufacturing expansion across LGA.
	2.1.2	Ensure strategy and long term planning includes development of projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	Land-use strategy and new Local Environmental Plan will consider this and provide opportunities.
	2.1.3	Ensure strategy and long term planning considers the development of new residential land to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	Opportunities to be identified in Local Environmental Plan and Strategic Land use plan.
Support workforce development.	2.2.2	Facilitate training opportunities to support industry development.	Progressing	50%	Council provides awareness of opportunities where possible and available.



4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support workforce development.	2.2.3	Assist in the implementation of the workforce gap annual training schedule.	Progressing	10%	
Encourage affordability.	2.3.1	Implement Rural Residential Land Use Strategy outcomes.	Not Progressing	0%	This is required to await the Local Environmental Plan implementation.
	2.3.2	Investigate opportunities to incentivise the rental of unoccupied properties.	Progressing	10%	
Support inward investment.	2.4.1	Market an investment prospectus for the entire Council area.	Progressing	40%	RAMJO also undertaking work on this of which Council are participating in.
	2.4.2	Lobby other levels of government for increased investment across the entire Council area.	Progressing	50%	Ongoing lobbying and grant applications made with some success. Council focuses on ensuring an equitable spread of funding from grants is delivered across the area.
Support entrepreneurship and industrial diversification.	2.5.1	Develop and implement a streamlined approval process for new and expanded business applications.	Progressing	50%	The State Governments 'Better to Do Business with' streamlining applications initiative has been implemented. Council is also planning for a customer service self-serve hub to be installed at the Corowa Civic Centre in 2020.
	2.5.2	Continue building and engaging with networks by industry sector.	Progressing	50%	Continuing to work on engagement with industry.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support entrepreneurship and industrial diversification.	2.5.3	Develop a renewable energy strategy.	Progressing	50%	Work being undertaken for Councils own operations, as part of the resolution to become electricity neutral by 2025. Yet to develop a Council wide renewable energy strategy. May be best considered as a region, through RAMJO.
	2.5.4	Continue to investigate opportunities to support the expansion of industrial precincts.	Progressing	50%	Works continuing. For further details, see action 2.5.5.
	2.5.5	Continue to support the development of the Mulwala, Howlong and Corowa Industrial Estates.	Progressing	50%	Mulwala Business Park Stage 4 completed in November 2019, creating 32 additional lots, and strong sales expected in 2020. Howlong Industrial and Export Precinct project underway, with road works and other projects progressing, for delivery across 2020.
Support a collaborative regional approach to economic development	2.6.1	Facilitate local business support services.	Progressing	50%	Ongoing - more definition required to define and develop a strategy, discuss with chambers of commerce and other groups.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development	2.6.2	Continue to convene industry meetings and attract supporting business and infrastructure.	Progressing	50%	Ongoing - grants being actively applied for to attract business, such as the potential for the Corowa Airport and on-flow to the Corowa Industrial Estate, and Corowa Sale-yards major future projects, should grant application be successful.
	2.6.3	Support operation of business chambers.	Progressing	50%	Ongoing - staff attend Corowa Business Chamber meetings when available, further engagement planned for 2020.
	2.6.4	Support and encourage innovative industry trials and projects.	Progressing	50%	Ongoing, with increased support provided for groups such as Corowa District Landcare and Riverine Plains in the agricultural and natural resource sectors.
	2.6.5	Provide support for incoming business/ investment enquiries.	Progressing	50%	Economic Development/Grants Unit provide support and advice on all enquiries.
	2.6.6	Investigate support for and attraction of microbusinesses to the area.	Progressing	50%	Potential businesses of all size are supported.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development	2.6.7	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Progressing	50%	Staff participate regularly in networking and other engagement sessions with all key bodies. Council has a very active role in RAMJO and the Murray Darling Association also.
	2.6.8	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Progressing	50%	Council Tourism staff actively engage with Destination Riverina Murray, and Murray Regional Tourism, as well as other Councils in the region. Council also financially supports Yarrawonga Mulwala Tourism to continue to progress tourism initiatives and programs in that region.
	2.6.9	Progress opportunities from the Regional Economic Development Strategy.	Progressing	50%	Continue to liaise with fellow Councils in the Albury Wodonga Functional Regional Economic Zone, and with NSW Premier and Cabinet to progress the strategy. Major progress made on many projects.
	2.6.10	Maintain membership with Murray Regional Tourism and actively participate in regional initiatives.	Progressing	50%	Council is an active member of both Murray Regional Tourism and Destination Riverina Murray and participates in relevant regional reviews and initiatives, such as the Visitor Servicing review underway.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development	2.6.11	Participate in relevant joint organisations.	Progressing	50%	Council is an active member of RAMJO, our relevant Joint Organisation, and the General Manager is also a member of the Strategic Executive Group, along with the Mayor/Crs and relevant staff being members of various sub-groups, such as Engineering, Planning, Waste. Council also has membership on each of the sub-groups that align to the 5 strategic pillar focus areas.
Support the agricultural industry.	2.7.1	Actively participate in agribusiness forums.	Progressing	50%	Participate as requested and as available.
	2.7.2	Participate in the Murray Regional Tourism programs.	Progressing	50%	Council participates in projects from Murray Regional Tourism including the Visitor Servicing review.
	2.7.3	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Progressing	10%	
	2.7.4	Provide effective and efficient Saleyard Management and Maintenance Services.	Progressing	50%	Ongoing - facility is extremely well utilised and had a record year in 2018/19 with strong sales numbers.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.5	Implement the Saleyards Business Plan.	Progressing	50%	Major works to occur in early 2020. New Master-plan and grant application being developed for major State Government grant to progress further expansion and improvements to the facility.
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Progressing	50%	Tourism website is actively maintained to a high standard.
	2.8.2	Deliver quality information services that meets the needs of visitors.	Progressing	50%	Visitor services centre operates at Corowa, with information also available at other Council customer centres, along with Council providing support for the Yarrawonga Mulwala Tourist Centre.
	2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	Progressing	50%	High quality Tourism newsletter is developed and distributed regularly.
	2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	Progressing	20%	Interim marketing is being done through existing assets, and awaiting finalisation of new Tourism Brand in early 2020 to then develop a new marketing plan/strategy from that.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Murray Region.	Progressing	70%	Active participant in regional collaboration activities, including support for major events such as a Day on the Green.
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Progressing	50%	Councils Tourism staff actively engage with Tourism operators to promote existing and assist to develop new products.
	2.8.7	Advocate for investment in key tourism products, as per the Murray Region Destination Management Plan.	Progressing	50%	Ongoing as opportunities present.
	2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	Progressing	50%	Actively applying for larger grants, such as Lake Urana (recently unsuccessful), and Ball Park and Urana Caravan Parks. Other grants to be sought pending finalisation of Corowa Foreshore Structure Plan, and Ball Park Master Plan, in 2020. Grants obtained for numerous other projects, including All Abilities Playground for Mulwala, for delivery in 2020.
	2.8.9	Implement the Tourism Branding Strategy.	Progressing	60%	Project progressing well, with Council adopting a Brand name at the December 2019 meeting, to then allow development of creative marketing assets in the first half of 2020.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.10	Attract events to the region through the Event Sponsorship program.	Progressing	50%	6 events sponsored including World Water Ski Championships to be held at Mulwala in March 2020.
	2.8.11	Implement Recreational Vehicle Strategy.	Not Due To Start	0%	RV Strategy to be developed during 2020 after finalisation of other key strategic projects including the Tourism Branding project.
Enhance retail.	2.9.1	Streetscape improvements to make towns and villages more attractive for visitors.	Progressing	50%	Corowa Sanger Street project being further scoped for possible works in 2020. Council decision required as to agreed scope, and if other funds should be obtained. Minor projects completed in other towns as funds permit. Another major renewal and upgrade section of Melbourne Street in Mulwala, was completed in 2019.
	2.9.2	Support industry to address lost retail expenditure from the local area to nearby centres.	Progressing	30%	
Support business development.	2.10.1	Support grants program for business development.	Progressing	20%	No program developed as yet.
	2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes	Progressing	45%	Support Corowa Chamber of Commerce where possible.





**Outcome:**

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





## Natural Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.1	Implement Parks and Reserves Maintenance program (Including Building Management, Caravan Parks, Parks & Presentation, and Cemeteries).	Progressing	50%	Maintenance programs being implemented effectively within budget constraints. Review of Buildings and other assets/services underway in conjunction with Long Term Financial Plan project, for implementation in 2020/21 to better define building maintenance requirements and scheduling, and propose funding strategies.
	3.1.2	Maintain Corowa Bangerang Park Renewal project.	Completed	100%	Major renewal works completed and major upgraded new Playground added. Facility now added to Maintenance schedule.
	3.1.3	Maintain Mulwala Purtle Park All Abilities Playground	Not Due To Start	0%	Maintenance cannot commence until works have been completed on the various facets of the project. Project to commence in 2020.
	3.1.4	Implement Urana Victoria Park Redevelopment	Completed	100%	Upgrades and renewals occurred to various assets in the Park.
	3.1.5	Implement targeted weed management program across the LGA.	Progressing	50%	Council Bio-security Plans in place and council involved in the development of regional control plan. Routine works implemented in accordance with funding requirements/availability.



4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.6	Continue to implement new Biosecurity Act changes	Completed	100%	New Act changes have been implemented.
	3.1.7	Work with Landcare and Local Land Services for weed management and bush regeneration.	Progressing	50%	River Street Corowa wetlands plantings undertaken in conjunction with Corowa District Landcare. Maintenance will be managed going forward, with Council to co-ordinate. Other works to occur subject to funding/availability.
Ensure attractive and vibrant public spaces.	3.2.1	Update and implement masterplans for Lonsdale Reserve and Lowe Square.	Progressing	50%	Lonsdale Reserve Mulwala Master-plan finalised and major works have occurred at the Reserve. Lowe Square Howlong Master-plan yet to be updated, however major works occurred/occurring including new Pony Club Dressage Arena, New Skate Park, New Tennis Courts, and works have commenced on new Community Centre building.
	3.2.2	Implement Street Cleaning Services.	Progressing	50%	Street cleaning program implemented effectively.
	3.2.3	Implement road side vegetation management, verge slashing and reserve mowing.	Completed	50%	Rural and urban slashing schedules are in place and up to date.
	3.2.4	Implement and monitor local litter laws.	Completed	50%	Continuing to enforce State Government litter legislation where incidents occur.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure attractive and vibrant public spaces.	3.2.5	Develop a Tree Management Strategy to respond to a changing climate. Provide Tree Management Services. Development of a Tree Register.	Progressing	50%	Ongoing project to develop Strategy and Tree Register. Tree Management services occurring effectively in accordance with budget.
	3.2.6	Provide pest control and animal management / compliance services.	Progressing	50%	Services being implemented effectively.
Conserve and utilise waterways, and develop their frontages.	3.3.1	Update and implement Mulwala Foreshore upgrades. Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	Progressing	50%	Owen Bridges Boat ramp, retaining wall and upgraded amenities block all undertaken. New fishing jetty at Digger Loughnan Park completed. Further works planned for Purtle Park with the new All Abilities Playground planned for 2020. Revised Foreshore plan to be completed when new Bridge Alignment is announced, following requests by Moira and Federation Councils, for the Victorian and State Governments to support the Green and not Grey route.
	3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	Progressing	50%	Works undertaken when possible if funding is available.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation	Progressing	50%	Working with NSW Office of Water with riverbank erosion issues. Council has planted wetland plants to help in this area. Locations include Howlong Common, South Corowa Lions Park, and the River Reserve in River Street, South Corowa.
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders	Progressing	50%	Council continues to work with Landcare on awareness workshops and activities. A Memorandum of Understanding (MOU) was also signed in 2019 to formalise the partnership and build new future activities together.



## Social Federation

**Outcome:**

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







## Social Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	Progressing	50%	Discussions occurring as opportunities present.
	4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Progressing	50%	PAMP consultations have been conducted along with an audit of previous PAMP actions.
	4.1.3	Review and update the Ageing Well Guide.	Progressing	70%	Being updated for delivery in 2020.
	4.1.4	Implement the actions within the Ageing Well Strategy.	Progressing	50%	Actions being implemented, committee meets regularly and well supported by Council staff.
	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Progressing	50%	Festival of Fun for Seniors will be held in March 2020, after a very successful 2019 event.
Improve healthcare.	4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Progressing	50%	Meeting regularly with health stakeholders, and Council has representatives on both the Urana and Corowa Local Health Advisory Committees.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve healthcare.	4.2.2	Advocate for health services that meet the needs of the community.	Progressing	50%	Ongoing in partnership with Health Agencies.
	4.2.3	Identify possible locations to supply health services - identify sites and cost estimates.	Progressing	50%	Oaklands Medical Centre was constructed in 2019 for opening in 2020. Other sites identified as and if needed.
	4.2.4	Support Interagency meetings.	Progressing	50%	Four Inter-agency Meetings were held in 2019 in Urana and Corowa. Meetings will continue into 2020 with staff attending where available.
	4.2.5	Work with Community Transport Services to improve access to health care.	Progressing	50%	Support provided when opportunities present.
	4.2.6	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Progressing	50%	Oaklands Medical Centre was constructed in 2019 for opening in 2020. Support also provided to Urana Medical Centre.
Support young people.	4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	Progressing	50%	The Youth Council are into their second term and progressing very well across many areas, with initiatives, events and projects. Very well supported by Council staff.
	4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	Progressing	50%	The Youth Week was held in 2019, and the initial plans are underway for the April 2020 event.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support young people.	4.3.3	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	Progressing	50%	Directory being developed.
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Progressing	50%	Numerous projects were completed including the Howlong POPP Ping Pong Table Project. This was a School competition ran with the Howlong Public School, to design the art work for the community ping pong table at Lowe Square Howlong. Also the Memorial Mural was delivered in Corowa. This was the design and creation of a large mural on the wall in the Memorial Plaza in Corowa, with the artist also conducting a street art master class at Corowa High School.
	4.4.2	Advocate and support the sustainability of our schools.	Progressing	50%	Support provided to schools as required.
	4.4.3	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	Progressing	50%	Many events were held involving local schools including - Local Government Week School Competition, Opening of Bangerang Park Corowa, Memorial Mural Corowa and POPP Ping Pong Table Competition Howlong, School Sponsorship Program held, and Australia Day School Achiever Awards.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Progressing	50%	Support provided as resources permit, including the School Drug Education Program, and resources purchased. A revamp is planned for 2020.
	4.5.2	Support agencies to provide Drug and Alcohol information and education.	Progressing	50%	Support included purchase and distribution of drug and alcohol information and education via youth focused events. The purchase and distribution of drug and alcohol information and education via senior focused events, and the Drug Education Program delivered via the Corowa High School. Staff also Chair the Corowa Inter-agency meetings and attend Children and Family Services meetings as available.
	4.5.3	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	Progressing	50%	Council are members and attend, the Corowa and Urana Local Health Advisory Committee meetings to advise and promote Health Services and consider other Health needs for future advocacy.
Provide sport and recreational opportunities.	4.6.1	Provide Community Facilities Services.	Progressing	50%	Facilities provided.
	4.6.2	Finalise the Community Facilities Strategy.	Not Due To Start	0%	Awaiting recruitment of Manager Recreation. Possible for 2020.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide sport and recreational opportunities.	4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Progressing	50%	Community Grants and Event Sponsorship Programs held each year. Other information delivered as available such as possible grant opportunities.
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops.	Progressing	20%	Plans underway to run workshops or webinar when launching the amended Community Grants Program in 2020.
Support childcare and family services.	4.7.1	Support the communication and distribution of the Family and Children's Services Directory.	Progressing	70%	Directory has been updated, and is in the final design phase for delivery in 2020.
	4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	Progressing	50%	Services delivered to a high standard, and the service continues to strengthen and adapt. Additional day introduced for Daysdale.
	4.7.3	Deliver the mobile preschool service in four LGA locations.	Progressing	50%	Service progressing on schedule to a high standard, and is now being delivered to five locations - Urana, Oaklands, Boree Creek, Rand and Daysdale.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support childcare and family services.	4.7.4	Undertake playground upgrades included in the Capital Works Program.	Progressing	50%	Capital works program delivering major new and upgraded playgrounds across many sites, including Rand Recreation Reserve, Lowe Square Howlong (Skate Park), and the Bangerang Park at Corowa. Further works planned for 2020 including the All Abilities at Purtle Park Mulwala, and the Corowa Skate Park.
	4.7.5	Bangerang Playground and Parks works.	Completed	100%	Bangerang Park Corowa works completed and park opened in late 2019 and has received very positive feedback.
Encourage community pride and spirit.	4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	Progressing	50%	Round 1 complete and delivered many grants to happy recipients.
	4.8.2	Deliver major community events including the biennial Festival of Fun.	Progressing	50%	Festival of Fun event in Corowa scheduled for 2020, and annual events such as the Corowa Billy Cart races and Festival of Fun for Seniors are delivered each year.
	4.8.3	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	Progressing	50%	Ongoing, examples include strengthening relationships with Riverine Plains and Corowa Landcare, and formation of a Drought/Resilience/Futures reference group.
	4.8.4	Update the new residents pack, circulate and make available online.	Progressing	10%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.5	Continue to promote and encourage use of the free online community directory.	Progressing	50%	Directory promoted.
	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Progressing	50%	Very popular Volunteer Recognition Event held in Howlong in 2019. Activities to be planned for 2020.
	4.8.7	Facilitate volunteer coordination and support.	Progressing	50%	Strong support provided to our valued volunteers, and engagement occurs at many levels including with our many section 355 committees, the Ageing Well Advisory Committee, the Federation Youth Council and the Federation Arts and Cultural Advisory Committee.
	4.8.8	Attract and facilitate new events to the area.	Progressing	50%	The Event Sponsorship Program and Community Grants Program were ran to a high standard in 2019 and will continue in 2020 and are examples of support for new events.
	4.8.9	Commencement of Ball Park Foreshore Removable Cafe Project. Completion of Corowa to Mulwala Cycleway.	Progressing	20%	Project underway and in early/mid planning and approvals phases.
	4.8.10	Deliver Cemetery Management Services.	Progressing	50%	Ongoing services effectively provided.
Ensure community safety.	4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	Progressing	50%	Ongoing forums effectively provided.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure community safety.	4.9.2	Implement the Road Safety Program.	Progressing	50%	Program effectively implemented in accordance with funding guidelines.
	4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Progressing	50%	Ongoing service delivered to a high standard.
Celebrate the area's rich culture and heritage.	4.10.1	Continue to facilitate an "arts alliance" network through meetings and partnerships.	Progressing	50%	Federation Arts and Cultural Advisory Committee established and meeting monthly to progress projects.
	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Progressing	50%	Numerous activities and initiatives held, including hosting the Bald Archy exhibition in the Corowa Civic Centre Art Space. The promotion of local arts and cultural events and activities also occurred. Street art projects including the Memorial Hall Mural at Corowa, POPP Ping Pong Table at Howlong, and the Shearing of the Rams sculpture at Lowesdale and Murray Cod Bike Rack at Digger Loughnan Park Mulwala. An Arts and Cultural Survey is also under development with the aim of developing a Council wide strategy.
	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Progressing	50%	Various public art features were established including the Mulwala Cod Bike rack at Digger Loughnan Fishing Jetty at Mulwala, the Memorial Hall Mural in Corowa, and the Ping Pong Table in Lowe Square, Howlong.



4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	Progressing	50%	Partnered with libraries to deliver NADIOC Week cultural workshop that featured rain stick making, face painting, dreamtime story and dance for school aged children in 2019 and to continue in 2020.
	4.10.5	Support local artists and galleries to foster a creative community.	Progressing	50%	Federation Arts and Cultural Advisory Committee established, support for Federation Arts Committee and annual Art Show in Corowa, and Urana Art Sale (both ran by section 355 Committees of Council). Support also provided for local arts and cultural events and projects via community grants. Cross promotion occurs of local events and activities, and liaising with local artists also occurs. Support provided via grant funding also, for additional projects for Morundah Community Centre/Opera House.
	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Progressing	50%	In discussion with other Council departments to progress. Resourcing images and researching products, to support the trail.
	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Progressing	50%	Developing in conjunction with the Federation Arts and Cultural Advisory Committee.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.8	Continue to implement Sister City Exchange Program.	Progressing	50%	Very successful Miki City visit occurred in 2019, with six students, three chaperones, and the General Manager and Mayor, travelling to Japan for 10 days. The Miki City Advisory Committee is to be established in 2020 ahead of the Miki visit to Federation in mid to late 2020.
	4.10.9	Develop a strategy to assist development of the Federation Museum.	Progressing	50%	Initial discussions had with Federation Museum group to support future development needs including Building maintenance and upgrades.
	4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	Progressing	50%	Heritage Advisory Services provided, including monthly visits and free advice to owners of property, and also an annual Local Heritage Fund program is also completed. This funds improvements to key Heritage properties. No online system has been developed yet.
	4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	Progressing	50%	Support provided where possible.
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Progressing	50%	Implementation occurs subject to funding and applicable projects.
	4.11.2	Facilitate and support the Disability Access Committee.	Progressing	20%	Relaunch in 2020 when staff resources become available.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work to address disadvantage in all its forms.	4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	Progressing	20%	Ongoing. Plan Rand is an example of a locally produced future plan for the town of Rand. Any local plans will be considered in Councils longer term strategic plans.
	4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	Progressing	50%	Ongoing and advice given to Council/developers when necessary.
Provide library services and programs accessible to all residents and visitors.	4.12.1	Maintain libraries in Corowa, Howlong, Mulwala and Urana that are vibrant community spaces and provide opportunities for all members of the community.	Progressing	50%	Ongoing service - Library standards delivered to a high standard.
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to smaller communities.	Progressing	50%	Ongoing services delivered to a high standard.
	4.12.3	Deliver school holiday programs across the council area.	Progressing	50%	Programs delivered to a high standard, coordinated by Library staff with entertainers/artists provided at various times.
	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Progressing	50%	Libraries provide a great facility for this to occur.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide library services and programs accessible to all residents and visitors.	4.12.5	Provide a free delivery service to housebound library patrons.	Progressing	50%	Service provided.
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Progressing	50%	Ongoing service provided through the libraries to continue to promote the relevance of reading for our children.
	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Progressing	50%	Ongoing service provided and well utilised.
	4.12.8	Encourage library membership by promoting the range of services available.	Progressing	50%	Ongoing promotion occurs.
	4.12.9	Facilitate some interactive programs for young people.	Progressing	50%	Ongoing programs provided.
	4.12.10	Facilitate the provision of online cemetery records.	Progressing	50%	In development.



## Well-Governed Federation

**Outcome:**

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



## Well-Governed Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.1	Conduct a review of rates to establish a common rates system across the LGA. Implement Council rate review findings and recommendations.	Progressing	50%	Company engaged to assist Council in this project, for implementation by July 1, 2021.
	5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	Not Progressing	0%	Considered not an effective action until Long Term Financial Plan and Service Mapping process finalised. This will be completed by the end of June 2020. This action can then be considered in developing the 2020/21 Operational Plan.
Work toward the equitable servicing of all areas.	5.2.1	Work with regional and state organisations to ensure consideration of cross council and border issues.	Progressing	50%	Some meetings held with NSW Cross Border Commissioner, and issues identified. Awaiting MOU to be signed with Victorian Cross Border Commissioner. RAMJO also assist in this area to lobby.
	5.2.2	Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	Progressing	50%	When Service Mapping process is finalised, roll out of Service reviews will capture these issues and potential for opportunities. This will be completed by end June 2020. This action can then be considered in developing 20/21 Operational Plan. Other strategies and plans such as the Waste Strategy take a regional approach. Work with RAMJO to also ensure other Councils are aware of plans where relevant.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.3	Continue to actively seek grant funding for a range of projects across the council area.	Progressing	50%	Ongoing, grants regularly applied for, for key priority projects/programs. Grant officer employed.
	5.2.4	Deliver major projects as funded by the Stronger Communities Program	Progressing	50%	Many projects complete. All are underway at various stages for major progress across 2020 and 2021.
	5.2.5	Deliver projects as funded by the Stronger Country Communities Program	Progressing	50%	Projects being delivered to meet funding requirements across 2019-2021.
	5.2.6	Deliver projects funded by the Regional Growth Fund	Progressing	50%	Projects being delivered in accordance with funding requirements across 2019-21.
	5.2.7	Report on ongoing service provision and expenditure by area.	Progressing	30%	Works have commenced and will continue to occur as part of Long Term Financial Plan and Rates Harmonisation project to continue and be finalised across 2020.
Ensure good governance and administration.	5.3.1	Implement Long Term Financial Plan.	Progressing	50%	Project underway to develop new Long Term Financial Plan and will be implemented on 1 July 2020.
	5.3.2	Review and re-develop Delivery and Operating Plan budgets.	Progressing	50%	Timeline to be prepared and adopted to allow progression in a timely manner, and to meet statutory requirements. Will require alignment with Service Planning and Long Term Financial Plan project.
	5.3.3	Demonstrate appropriate, effective and efficient financial services.	Progressing	50%	Ongoing financial services provided effectively.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.4	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Progressing	50%	Ongoing services provided effectively.
	5.3.5	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Progressing	50%	Service and Business Plan reviews, and the current Long Term Financial Plan project and Service Mapping project are considerate and inclusive of Councils key objectives and strategies including the Community Strategic Plan and Delivery Program/Operational Plan.
	5.3.6	Provide Councillor Support Services.	Progressing	50%	Ongoing training and support provided effectively.
	5.3.7	Processes reviewed to ensure best practice in development and distribution of Council meeting agendas and minutes.	Progressing	50%	Council agendas, and minutes production practices are occurring to good standard, however staff are close to finalising the purchase of new software to manage agendas more efficiently.
	5.3.8	Policy framework implemented	Completed	100%	Policy Framework implemented 2018-19. Ongoing management of register as new policies are drafted.
	5.3.9	Ensure a proactive approach to the release of information where possible.	Progressing	50%	Liaison with State Government agencies regarding exemptions has occurred to streamline requests. Ongoing consultation occurring with customer service and planning staff to identify improvements to processes for dealing with various requests received. Example is the "Request to contact adjoining owner" form.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.10	Implement Councils internal audit program.	Progressing	50%	The Internal Audit Risk and Improvement Committee is in place and functioning effectively. The Internal Audit Terms of Reference (Charter) has been updated, and meetings are held quarterly, with the minutes endorsed by Council. A forward plan is in place to guide direction.
	5.3.11	Review and implement Councils Privacy Management Plan.	Progressing	50%	The Privacy Management Plan needs to be reviewed in line with the release of the revised Privacy Code of Practice for Local Government (currently under review). Privacy practices are continually under review and greater staff awareness is being achieved through discussion and examples.
	5.3.12	Manage Councils insurance claims in a cost effective manner and in accordance with customer service charter.	Progressing	50%	The Risk Management Coordinator is developing a robust system to capture all incidents of all forms for Federation Council. This is enabling effective and efficient management processes, including incident investigations, reviewing excesses applicable to Councils insurance portfolio, and reporting to all key stakeholders on a regular basis. Development of an educational plan for all staff on legislative requirements, incident reporting investigation processes, meeting Statewide Mutual requirements is also underway.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.13	Complete review of delegations in line with organisational changes and ensure delegations process is integrated with existing recruitment and training policies and guidelines.	Progressing	80%	Delegations are under review, post the new structure being implemented. Awaiting final changes to finalise this project.
	5.3.14	Staff and Councillors are provided with training on Conflict of Interest.	Progressing	50%	Training provided in 2019 and further training to occur in 2020.
	5.3.15	Implement framework for supporting compliance with all council committees.	Progressing	40%	Section 355 Committee staff contacts are approved and guidance notes for staff have been developed and are awaiting approval. A letter has been drafted for committees and is awaiting approval. A Webpage has been designed for committees to access templates and resources. A Draft Terms of Reference received from 9 of the 19 committees. Continuing in 2020.
	5.3.16	Provide information to Councillors on training and development opportunities. Councillor Professional Development Plans in place.	Progressing	50%	Training provided as available and taken up. Councillors are made aware of all relevant opportunities.
	5.3.17	Provide Council Records Services.	Progressing	50%	Ongoing service provided.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.18	Implement long-term strategy for creating, registering and disposing of hardcopy and electronic records.	Not Progressing	0%	This is on hold as the Records position is currently vacant. Commence in 2020.
	5.3.19	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Progressing	50%	Ongoing service provided.
	5.3.20	Continue implementation of Record Management Review and IT Services Review actions.	Progressing	10%	Underway and to continue across 2020.
	5.3.21	Develop Crowns Land Management Framework.	Progressing	30%	Project underway.
Ensure extensive communication and consultation with residents.	5.4.1	Ongoing rollout of new functionalities for Council's digital channels.	Progressing	25%	Continually improving Councils digital presence.
	5.4.2	Review and maintain Council's Customer Service Charter.	Progressing	50%	Continuing to review charter to ensure effectiveness.
	5.4.3	Implement Council's Community Engagement Strategy.	Progressing	50%	Strategy implemented and communication/engagement sub-strategies and plans are developed as need arises, for more specific projects.



4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.4	Implement Council's Corporate Communications Strategy.	Progressing	50%	Strategy implemented.
	5.4.5	Implement internal communications and engagement policy.	Progressing	50%	Council's new Intranet titled 'The Source' was launched across the organisation in November 2019. The Source provides a central online resource for staff to access information from across the organisation 24/7 on any device. Other key communication pieces occur including weekly Councillor and Staff General Manager update.
	5.4.6	Use Council's visual identity consistently in all public facing communications.	Progressing	50%	Council's branding assets are consistently used.
	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Progressing	50%	A vast array of media opportunities are captured, and updated photos and other content has been completed particularly in the tourism and marketing areas.
Ensure quality customer service.	5.5.1	Respond to all customers in accordance with the Customer Service Charter.	Progressing	50%	Ongoing service to respond to customers.
	5.5.2	Implement a customer satisfaction program to understand strengths and areas for improvement.	Progressing	50%	Council is on a two-yearly community satisfaction survey program, and the next one is being planned for 2020.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.3	Promote and maintain a user-friendly customer request system.	Progressing	50%	A new customer request system was developed in 2019 to improve functionality and effectiveness.
	5.5.4	Continue to monitor functionality of Council's website.	Progressing	50%	The Corporate website engagement continues to grow substantially. Quarter 1 key performance statistics are: Sessions/visits 22087, Page View 55390, Users 14925.
	5.5.5	Implement actions to improve access to customer service centres.	Progressing	50%	The Corowa Civic Centre lift installation continues, and is expected to be functional in the first half of 2020. Other sites have reasonable access. Additional staff have been visiting other sites such as Mulwala, Howlong, and Urana to ensure customers have more direct access to a broader range of services, such as Tourism and Building/Planning/Health.
	5.5.6	Provide public access to cemetery information and process transactions through Authority.	Progressing	50%	Ongoing service provided.
	5.5.7	Assess key service areas of council and develop schedule of service reviews.	Progressing	50%	Merge this with 5.1.2 for 20/21 Operational Plan and provide new action, to reflect service mapping work currently being finalised. The restructure finalised in this quarter allowed for a greater alignment of structure/management positions to services. Service mapping project has defined and identified the services, and the Business plans/units that these services sit within.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Undertake actions to improve efficiencies and compliance across the organisation in risk and Work Health Safety	Progressing	50%	Ongoing and continuous improvement occurring.
	5.6.2	Provide Financial Management Services.	Progressing	50%	Ongoing service provided effectively.
	5.6.3	Maintain efficient payroll services.	Progressing	50%	Ongoing service provided effectively.
	5.6.4	Implement the Workforce Strategic Plan 2018-2021.	Progressing	50%	Ongoing, significant work was undertaken to ensure new organisational structure, including Management roles and Business Units/Service Mapping aligns, and is consistent with, Councils Integrated Plans.
	5.6.5	Continue to implement staff performance reporting.	Progressing	65%	All staff are appraised annually.
	5.6.6	Maintain IT and technical support for Council.	Progressing	50%	Ongoing service provided.
	5.6.7	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Progressing	50%	Ongoing training and recruitment also requires an appropriate level of skills.
	5.6.8	Review security of Council assets, people and property.	Progressing	30%	This needs a whole of organisation approach and possibly a project developed and budget allocated. IT to provide input where needed and has already been supporting where able.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.9	Ensure staff are engaged with and update staff intranet.	Progressing	50%	Council's new Intranet platform, The Source, was launched November 2019 across the organisation and is very successful.
	5.6.10	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	Progressing	50%	All Council trainee-ships/apprenticeships are advertised on all platforms and schools are liaised with when there are vacancies.
	5.6.11	Conduct careers days and volunteer's days in collaboration with school and local institutions.	Progressing	50%	Career days were held with schools and also a new venue being the Corowa TAFE in August 2019. Council attends the Corowa High School careers day, and also liaised with the School in regards to having a stall for next year, at the Corowa TAFE Careers day.
	5.6.12	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	50%	Ongoing implementation of Risk Action plans and improvements being made to all Risk Management processes across 2019, and to continue in 2020.
	5.6.13	Provide Risk and Compliance Services.	Progressing	50%	Ongoing services provided by key staff.
	5.6.14	Support Council Mapping Systems across the organisation.	Progressing	50%	Ongoing service provided.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Effective asset management.	5.7.1	Implement Asset Management Plan.	Progressing	50%	Existing Asset Plans being implemented, and revised plans are being completed as part of the Long Term Financial Plan project across 2019/20 for implementation in 2020/21.
	5.7.2	Review all assets and condition and compile register.	Progressing	75%	Most asset class inspections are completed, and condition rating and inspections are ongoing and are also a part of the Long Term Financial Plan project underway currently.
	5.7.3	Allocate resources to inspect new assets and report on condition.	Progressing	50%	Additional staff have been assigned to this area and are working on gaining better asset data.
	5.7.4	Complete external asset audits.	Progressing	50%	Underway as part of Long Term Financial and Asset Management program.
	5.7.5	Complete asset, regulatory and works related financial reporting on time.	Progressing	50%	Ongoing service provided.
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Progressing	40%	Support supplied during reporting period, Committee reformed and meetings held. Further works required in 2020 to update Council wide Emergency Management Plan.
	5.8.2	Support After Hours Emergency Response.	Progressing	50%	On call system and incident response vehicle developed and other measures implemented to continue to improve the system.