



FEDERATION COUNCIL

Progress report

January 2022 – June 2022

**Delivery Program 2018-2022 and
Operational Plan 2021-2022**



Delivery Program 2018-2022 Operational Plan 2021-2022



Council is pleased to present the 6 month progress report outlining progress in year 4 of the 2018-22 Delivery Program, and Operational Plan 2021-22. This report outlines the achievements gained in the second half of this reporting year, being from 1 January 2022 to 30 June 2022. The Operational Plan for 2021-22 had 241 actions.

Some of our milestones this period include:

- Urana and surrounding villages flood management plan finalised.
- Council is now being represented on the regional Jobs and Skills Taskforce.
- Federation Council has signed an MOU with Moira, Indigo and Berrigan Council to formalise Council's efforts in working together to achieve greater cost efficiencies and greater service delivery outcomes.
- A series of creative projects, workshops and a youth community art expo held for NSW Youth Week.
- Council adopted its Strategic Plans including a revised Community Strategic Plan, Delivery Program and Operational Plan, Long Term Financial Plan, Workforce Management strategy and Asset Strategy.
- Council adopted its revised Agency Information Guide.
- Council's Audit Risk and Improvement Committee has reviewed its Terms of Reference and Annual Workplan.
- The Corowa to Mulwala trail is close to completion. This funded project is in conjunction with Albury and Berrigan Councils, providing an opportunity to encourage exploration along the Murray River and integrate towns and villages across the three LGAs and create a strengthened interface with the Murray River.
- A RAP Reconciliation Action Plan (RAP) Working Group has been established to guide the Federation Council through the development of a 'Reflect' RAP in accordance with the Reconciliation Australia process.

This report is also 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.



Mayor Patrick Bourke

Diagram 1. Action snapshot Year 4 - July to December 2021

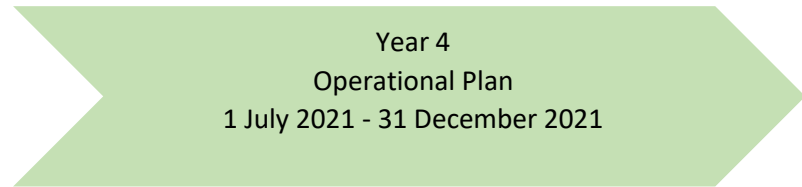
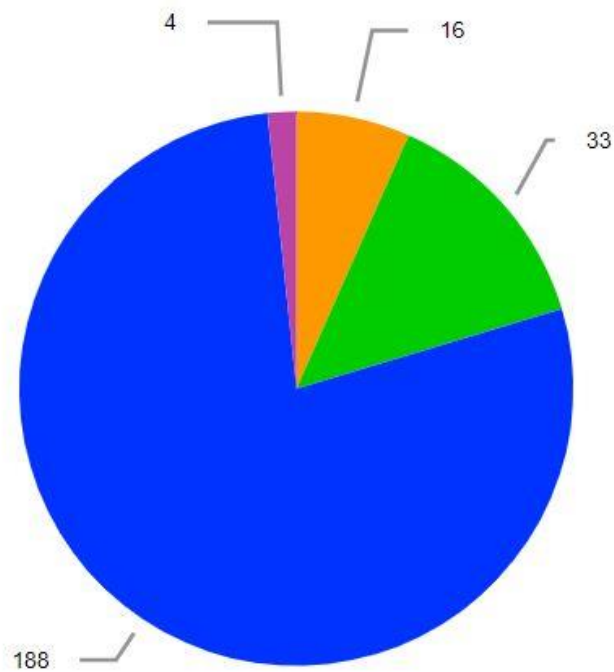
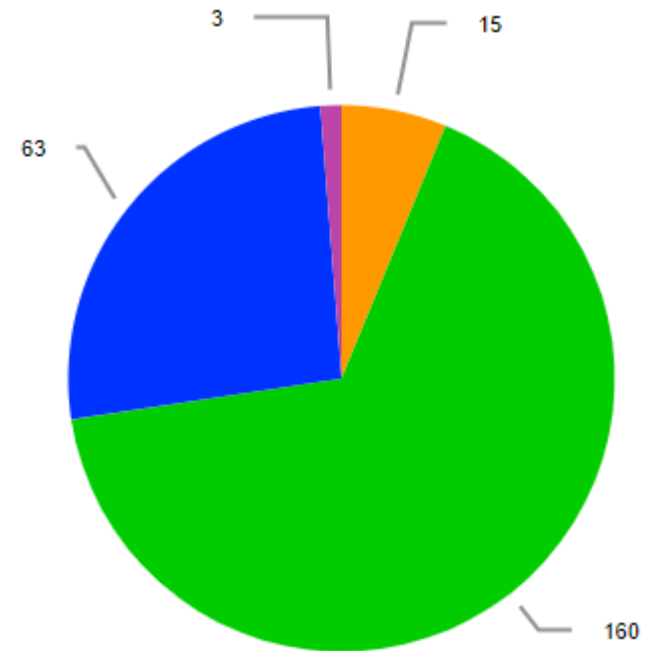


Diagram 2. Action snapshot Year 4 - January to June 2022



Not Progressing
Completed
Progressing
Not Due To Start

Council has completed a further 127 actions in this last 6 months





Outcome:

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

Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	Completed	100%	
	1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, Urban Sealed Roads, footpaths and bridges.	Completed	100%	Work being carried out within available budgets.
	1.1.3	Scope effective location-based text messaging services for works program and update website.	Progressing	30%	Investigation under way to determine more appropriate methods for notifying works program. Some trials being undertaken.
	1.1.4	Continue to progress Sanger Street Corowa works and to engage with key business and retail operators, as well as community stakeholders to update them about works, and identify further opportunities to enhance the project development into the future.	Progressing	20%	Work on hold for the present time.

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.	1.1.5	Conduct and monitor asset inspections (road, bridges, stormwater drainage and footpaths).	Completed	100%	Inspections are carried out on a routine and complaint-based approach. New procedures have been introduced to refine processes.
	1.1.6	Continue to lobby NSW State Government for a new bridge over Lake Mulwala.	Completed	100%	Council hosted visits in the last half of 2021, by the then NSW Minister for Regional Roads the Honorable Paul Toole, and the local member for Albury, Justin Clancy. Council also hosted a recent visit by the current NSW Minister for Regional Roads and Transport, Sam Faraway and the local member for Albury, Justin Clancy. The NSW Government are expected in early July 2022 to confirm the Green Route as the preferred route for the new bridge. This is off the back of some heavy lobbying by both Federation and Moira Shire Councils and the community over many years. Council will then actively pursue an accelerated program of planning and design to hopefully allow the new bridge to proceed in a more urgent timeframe.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Develop long term capital works programs for Council infrastructure.	Progressing	100%	Preliminary work has been undertaken to develop a long term capital works program for community facilities. This will be refined over the coming year as part of the asset management improvements that are being implemented.
	1.2.2	Implement Capital Works Program to address priority facility needs.	Completed	100%	
	1.2.3	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	Not Progressing	0%	This strategy has not progressed due to resources being allocated to higher priorities.
	1.2.4	Develop Masterplan for Memorial Park / Cross Street Reserve Howlong.	Progressing	95%	
	1.2.5	Ensure Swimming Pool Management Services are delivered.	Completed	100%	
	1.2.6	Undertake a review of the Corowa Aquatic Centre's first year of operation.	Completed	100%	Report completed and presented at May 2022 Council Meeting.
	1.2.7	Seek funding and if successful, develop new Plan of Management and Masterplan for Kyffins Reserve Mulwala.	Not Progressing	0%	Funding has not yet been secured for this to progress.

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 Capital Works Program for sewerage and water services.	Progressing	60%	The 2021/22 program is approximately 60% complete. The program is behind due to staff vacancies with the Utilities Engineer position once again vacant, and the Utilities Coordinator and Reticulation Team Leader positions just recently recruited. Projects not completed in the 2021/22 financial year have been rescheduled for the 2022/23 financial year
	1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	Progressing	25%	Further progress will be made after flood planning is finalised across Corowa, Howlong and Mulwala. Plans now in place for Urana, Rand, Boree Creek, Morundah and Oaklands. Other villages also to be considered as part of Growth Strategy and Asset Management works.

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	80%	This program is progressing with routine and scheduled maintenance programs established for the water and sewage treatment plants, pumping stations, reservoirs and electrical installations. Approximately 80% of the 2021-2022 program was completed. Outstanding works are being carried over into the 2022-2023 program.
	1.3.4	Finalise Urana and surrounding villages Flood Management Plan, develop long term works plan and seek funding for implementation.	Progressing	50%	Flood management plans have been finalised following public comment. Grants have been applied for improvement program.
	1.3.5	Implement, conduct, monitor and review asset inspections - water and sewer.	Progressing	25%	The 2021-2022 CCTV inspection program for sewer mains was completed in March 2022. Review of footage to identify and prioritise defect repairs and relining program for 2022-2023 is 50% completed.

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.	1.3.6	Complete funding strategy and ensure long term planning includes construction of a Howlong Water Treatment Plant, Mulwala Water Treatment Plant and a new Corowa Sewerage Treatment Plant.	Progressing	40%	This project requires the completion of the water and sewerage network modelling, and revaluation of the existing water and sewerage infrastructure to complete. Revaluation of existing assets has been postponed to the 2022-2023 financial year. Modelling of user fees and charges, developer charges and grant funding will be completed in the 2022-2023 financial year.
	1.3.7	Develop Water and Sewer Systems Capacity Review (Corowa, Howlong and Mulwala).	Progressing	70%	GHD has been engaged to undertake modelling of Council's water and sewerage networks. Water models have been completed for the townships of Corowa, Mulwala and Howlong. Sewerage network modelling proposals for all five reticulated schemes have been received from GHD. Modelling of Howlong sewerage network commenced June 2022 with the other schemes programmed to be completed throughout the 2022-2023 financial year.
Maintain and improve water supply, sewerage, and flood protection	1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	Completed	100%	Upgrades were completed as planned.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
services and systems to meet the needs of residents and industry.	1.3.9	Develop Stormwater / Drainage Systems Capacity Review.	Progressing	20%	
	1.3.10	Develop and implement flood protection strategy.	Progressing	45%	
	1.3.11	Finalise Integrated Water Cycle Management Plan	Not Progressing	0%	This project has not been able to be progressed due to staff shortages and the impact of COVID-19. The position of Utilities Engineer has been recently recruited and it is hopeful that the project will be able to be recommenced in July 2022.
	1.3.12	Progress Howlong, Corowa and Mulwala Flood Study and Plan.	Progressing	15%	Project has commenced with contractor appointed.
Work toward utilities that meet the needs of residents and industry.	1.4.1	Engage appropriately qualified consultants to investigate opportunities to: (a) Reduce Council's current energy consumption; (b) Obtain more favourable energy pricing; (c) Maximise Council's capacity for renewable energy generation via PV solar installations at all of its current sites of consumption with a view to including additional technology for energy storage; and (d) Actively pursue any available grant funding.	Progressing	20%	Work has progressed on reducing Council's electricity consumption (refer 1.4.2 below). Electricity contracts maintained with state purchasing arrangements.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.4.2	Commit and commence work to become electricity neutral (i.e. generating electricity equal to, or greater than its consumption) by June 2025.	Progressing	30%	Through the Sustainable Councils and Communities Program, energy audits for a number of council facilities have been undertaken. Some of the recommended actions as a result of these audits have been included in the capital works budget, particularly in the water and sewer section. Regular quarterly reviews of electricity use across all facilities continue to be monitored and reviewed.
	1.4.3	Finalise the Federation Council Integrated Water Cycle Management Plan.	Progressing	0%	
Work toward telecommunications that meet the needs of residents and industry.	1.5.1	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	Completed	100%	Council is continuing to work with RAMJO to progress this, as a key strategic priority for the region.
Work toward public transport that meets the needs of residents and industry.	1.6.1	Advocate and work to support improved access to community transport throughout the Council area.	Completed	100%	Advocacy occurs where opportunities present.
	1.6.2	Finalise Corowa to Mulwala Cycleway project.	Progressing	90%	Project nearing completion.
	1.6.3	Provide Aerodrome Management Services.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Consistent and appropriate land use planning outcomes.	1.7.1	Provide Building Control and Planning Services.	Completed	100%	
	1.7.2	Provide Environmental Health Services.	Completed	100%	
	1.7.3	Provide Development Assessment services.	Completed	100%	
	1.7.4	Provide Strategic Land Use Planning Services.	Completed	100%	Federation Growth Strategy continuing in 2022/23.
	1.7.5	Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans.	Progressing	70%	
	1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	Completed	100%	
Consistent and appropriate land use planning outcomes.	1.7.7	Implement Development Contributions Plan.	Progressing	30%	
Improve waste management services.	1.8.1	Finalise Council wide Waste Management strategy which considers residents and industry needs and includes an appropriate funding model.	Progressing	40%	This project will be a priority in 2022/23.
	1.8.2	Implement Waste Management Strategy.	Not Progressing	0%	Awaiting adoption of Waste Management Strategy.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.8.3	Identify and implement opportunities to discourage dumping.	Not Progressing	0%	Awaiting adoption of Waste Management Strategy.
	1.8.4	Investigate and implement opportunities to increase recycling.	Not Progressing	0%	Awaiting adoption of Waste Management Strategy.
	1.8.5	Provide Waste Collection and Recycling Services.	Completed	100%	
	1.8.6	Provide effective management of Council's Landfill Operation Services.	Completed	100%	
	1.8.7	Participate in Waste Education programs in conjunction with local providers.	Completed	100%	Further improve with new Waste Management Strategy and new contract form 2024/25.



Economic Federation

Outcome:

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

Economic Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	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%	This is being factored into the Growth Strategy.
	2.1.2	Ensure strategy and long-term planning considers the development of new residential land and industrial land to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	This is being factored into the Growth Strategy.
Support workforce development.	2.2.1	Facilitate training opportunities to support industry development in line with priorities identified in the Economic Development Strategy.	Progressing	80%	Ongoing industry development training has been provided throughout the Tourism sector, and unstructured support provided across other industries.
Encourage affordability.	2.3.1	Ensure strategy and long term planning considers the development of new affordable residential land.	Progressing	30%	This is to be considered in the Federation Growth Strategy.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support inward investment.	2.4.1	Identify and plan for the development of an investment prospectus for the Council area.	Not Progressing	0%	Investment Prospectus unable to be delivered in 2021/22.
	2.4.2	Lobby other levels of government for increased investment across the entire Council area.	Completed	100%	Ongoing meetings with key agencies and contacts are taken as appropriate.
Support entrepreneurship and industrial diversification.	2.5.1	Continue building and engaging with networks by industry sector.	Completed	100%	Ongoing. Industry sectors are engaged as appropriate in the delivery of outcomes throughout the department.
	2.5.2	Ensure strategy and long-term planning considers development of industrial land projects.	Not Due To Start	10%	Discussions have been had around how the strategy for this process may be developed. This will be considered in the development of the Growth Strategy.
Support a collaborative regional approach to economic development.	2.6.1	Develop a Council wide Economic Development Strategy.	Completed	100%	Completed.
Support a collaborative regional approach to economic development.	2.6.2	Facilitate local business support services in line with Economic Development Strategy.	Progressing	70%	Progressing commensurate with resources available. Ongoing MOU with Rural Financial Counselling Service and connecting businesses with other similar agencies for support.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.6.3	Convene industry meetings and attract supporting business and infrastructure in line with Economic Development Strategy.	Completed	100%	Ongoing as required.
	2.6.4	Support and encourage innovative industry trials and projects.	Completed	100%	Working with industry providers to support action as appropriate - focus on Agribusiness.
	2.6.5	Provide support for incoming business/ investment enquiries.	Completed	100%	Ongoing.
	2.6.6	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	Completed	100%	An area of effectiveness - including Council now being represented on the regional Jobs and Skills Taskforce, via the Acting Manager CED.
Support a collaborative regional approach to economic development.	2.6.7	Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	Completed	100%	Council MOU completed. Seeking opportunities for collaborative approaches to projects.
	2.6.8	Progress opportunities from the Regional Economic Development Strategy.	Completed	100%	Ongoing.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.6.9	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Completed	100%	Ongoing.
	2.6.10	Participate in relevant joint organisations.	Completed	100%	Council continues to remain an active member of the RAMJO Joint Organisation. RAMJO has a strategic plan with regional priorities of Water Security, Infrastructure, Transport, Energy Security and Affordability, Health Services, Digital Connectivity, Industry Workforce and Jobs, and Waste Management.
Support the agricultural industry.	2.7.1	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	Completed	100%	Gaps identified through Economic Development Strategy development.
Support the agricultural industry.	2.7.2	Provide effective and efficient Saleyard Management and Maintenance Services.	Completed	100%	The Corowa Saleyards continues to operate successfully.
	2.7.3	Deliver Stage 1 of the Masterplan for the Corowa Saleyards, subject to available funding.	Progressing	65%	Funding received and project commenced. Several construction contracts awarded, Works due for completion March 2023

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	Completed	100%	
	2.8.2	Deliver quality information services that meets the needs of visitors.	Completed	100%	Exploring collaboration opportunities.
	2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	Completed	100%	Moved to bi-monthly publication.
	2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	Completed	100%	Ongoing, in collaboration with key stakeholders.
Increase tourism.	2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Riverina / Murray Region.	Completed	100%	Ongoing.
	2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	Completed	100%	Ongoing - opportunities being explored for alternate trails and development of strategic tourism partnerships.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.8.7	Advocate for investment in key tourism products, as per the Murray and Riverina Region Destination Management Plan.	Completed	100%	Ongoing with key agencies and stakeholders.
	2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	Completed	100%	Ongoing.
	2.8.9	Implement the new North of the Murray Branding strategy.	Completed	100%	Ongoing (as per implementation strategy).
Enhance retail.	2.9.1	Undertake streetscape improvements to make towns and villages more attractive for visitors.	Progressing	20%	Additional \$200k allocated to street tree replacement program from grant program for 2022/23 year.
Support business development.	2.10.1	Communicate business development grants program opportunities to relevant stakeholders.	Completed	100%	Ongoing. Implementation of grants workshops has been an effective tool in speaking to business and community groups around these opportunities.
	2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes.	Completed	100%	Ongoing. Development of a key strategic relationship with respective businesses chambers (or equivalent) will drive implementation of Economic Development Strategy.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.10.3	Finalise Lease arrangements for the Corowa Aerodrome.	Completed	100%	Council resolved to no longer pursue the lease with Amber Airports Pty Ltd as neither party could agree on suitable lease terms. Council looks forward to working with the newly formed Aerodrome User Group to continue to develop longer term options for the upgrades of the facility.



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.	Completed	100%	Programs have been delivered in this area.
	3.1.2	Provide targeted weed management program across the LGA.	Completed	100%	
	3.1.3	Continue to implement new Biosecurity Act changes.	Completed	100%	
	3.1.4	Work with Landcare and Local Land Services for weed management and bush regeneration.	Completed	100%	MOU in place with Corowa District Landcare
	3.1.5	Provide Building Management program.	Completed	100%	
Ensure attractive and vibrant public spaces.	3.2.1	Update Lowe Square, Howlong Masterplan.	Progressing	95%	The Master Plan is ready to be recommended to Council.
	3.2.2	Seek funding for implementation of Lowe Square Masterplan, Howlong.	Not Progressing	0%	Funding will be sourced following adoption of the Master Plan.
Ensure attractive and vibrant public spaces.	3.2.3	Provide Street Cleaning Services.	Completed	100%	Street cleaning services continues to be implemented.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	3.2.4	Provide road side vegetation management, verge slashing and reserve mowing.	Completed	100%	Ongoing service.
	3.2.5	Implement and monitor local litter laws.	Completed	100%	Ongoing statutory service
	3.2.6	Provide pest control and animal management / compliance services.	Completed	100%	Environmental health, biosecurity, animal management and compliance services continue to be delivered.
	3.2.7	Ensure Long Term planning includes strategies to maintain attractive and vibrant public spaces that consider community place-making initiatives.	Progressing	20%	To be considered as part of the Federation Growth Strategy.
	3.2.8	Provide Tree Management Services.	Completed	100%	Health assessments, health prunes, and planting and removal continue to be a focus for parkland and nature strip trees.
Ensure attractive and vibrant public spaces.	3.2.9	Develop a Tree Management Strategy to respond to a changing climate.	Progressing	60%	The species list has been considered with both native and exotic species to be included. Areas such as Corowa (Sanger Street) and Howlong (Hawkins and Sturt Streets) have been budgeted for 2022/23.
	3.2.10	Develop a Tree Register.	Not Progressing	25%	The tree register for Ball Park caravan park has been recorded for safety and health of the trees.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Conserve and utilise waterways, and develop their frontages.	3.3.1	Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	Progressing	60%	
	3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	Completed	100%	Council does not control riverbanks. Partners with agencies where appropriate.
	3.3.3	Progress upgrade to Corowa foreshore (Ball Park Reserve).	Progressing	65%	Works progressing on this project
	3.3.4	Develop a Masterplan for the Howlong foreshore.	Not Progressing	0%	This has not progressed due to resources being allocated to higher priority activity.
Conserve and utilise waterways, and develop their frontages.	3.3.5	Update Masterplan for the Mulwala foreshore.	Not Progressing	0%	This has not progressed due to resources being allocated to higher priority activity.
Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation	Progressing	20%	
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders	Completed	100%	The relationship with CDL has been constructive post lockdowns.



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	70%	Ongoing. Council has limited capacity to support this action.
	4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Progressing	10%	
	4.1.3	Continue to engage with older residents when considering the long term planning of our social needs.	Completed	100%	Council continues to meet with the Federation Ageing Well Committee monthly. The Growth Strategy will also consider this.
	4.1.4	Implement the actions within the Ageing Well Strategy.	Progressing	80%	Council continues to deliver actions from the Ageing Well Strategy 2018-2021, and are planning to conduct community engagement to develop a new strategy in September 2022.
	4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Completed	100%	Nearly 200 of Federation Council's senior residents enjoyed a special luncheon as part of the 'Seniors Big Day Out' program on Sunday, April 3 at Club Mulwala.
Encourage an age-friendly environment.	4.1.6	Finalise purchase of Billabidgee Aged Care Units.	Progressing	90%	Valuation received awaiting confirmation to finalise acquisition.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve healthcare.	4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	Completed	100%	Council continued to engage and where applicable offer support to local stakeholders and practitioners regarding improving health care in the Federation Council area.
	4.2.2	Advocate for health services that meet the needs of the community.	Completed	100%	Ongoing.
	4.2.3	Support Interagency meetings.	Completed	100%	Council continues to host four Federation & Surround Interagency Meetings over the year, that are well attended by service providers that are located or outreach to the Council area.
	4.2.4	Work with Community Transport Services to improve access to health care.	Completed	100%	Ongoing.
	4.2.5	Facilitate opportunities to attract and retain General Practitioners to rural towns.	Completed	100%	Ongoing via opportunities for facilities and resources. Further funding identified to finalise the Oaklands Medical Centre.
Support young people.	4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	Completed	100%	Council continued to meet monthly with the Federation Youth Council.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	Completed	100%	<p>Federation Youth Council hosted a series of creative projects, workshops and a youth community art expo for this year's 2022 NSW Youth Week.</p> <p>Street artist Samuel Hall installed a new public space mural at Apex Park, a project Federation Youth Council are excited to deliver.</p> <p>Sam hosted a street art workshop with students from Corowa High School and Oaklands Central School, where each student designed, marked up and created their own street art inspired skateboard to take home.</p> <p>The skateboards were displayed in the Corowa Art Space during the month of April.</p>
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	60%	Council continues to work on the Federation Youth Hub to include a directory with youth focused and mental health services.
Support access to quality education.	4.4.1	Implement Community Arts Projects in schools.	Completed	100%	<p>Council coordinated a skate board workshop for students from Corowa High and Oaklands Central School held at Mulwala and run by street artist, Samuel Hall.</p> <p>Council is supporting the 2022 NAIDOC Week School initiatives for primary schools across the Council area.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.4.2	Advocate and support the sustainability of our schools.	Completed	100%	Ongoing.
	4.4.3	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	Completed	100%	
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the Community Drug Action Team.	Completed	100%	Council continues to meet and support the Federation Primary Prevention Team.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.2	Support agencies to provide Drug and Alcohol information and education to the community and build awareness of available services.	Completed	100%	Council meet and provides support to the Federation Primary Prevention Team and the Federation Interagency Group to provide Drug and Alcohol information and education to the community and build awareness of available services.
Provide sport and recreational opportunities.	4.6.1	Provide Community Facilities Services.	Completed	100%	Community facilities continued to be maintained and provided for community use.
	4.6.2	Finalise the Community Facilities Strategy.	Not Progressing	0%	This has not been able to be progressed due to higher priority activities. Will be considered as part of Growth Strategy and Asset Management Plans.
	4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	Completed	100%	Council has provided information on grants and programs throughout the year to local sporting groups.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops and offering other support where possible.	Completed	100%	Ongoing - strong opportunity for community engagement.
Support childcare and family services.	4.7.1	Support the communication and distribution of the Family and Children's Services Directory.	Completed	100%	Council continued to distribute the Family and Children Service Directories through multiple channels including the Council website, Council offices and libraries, local schools, New Resident Kits and Kinder Bag Program.
	4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	Completed	100%	
	4.7.3	Deliver the mobile preschool service across the LGA.	Completed	100%	Service delivered through 2021/22.
	4.7.4	Undertake playground upgrades included in the Capital Works Program.	Completed	100%	The recent playground upgrades have been delivered.
Encourage community pride and spirit.	4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	Completed	100%	Ongoing. New round commencing. May be opportunities to expand to support further groups and organisations within the community.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.2	Continue to deliver Council run events where possible.	Completed	100%	<p>Council ran a number of events for the local community. These included: Federation Council Australia Day Celebrations at Bangerang Park in Corowa.</p> <p>Create it Youth Week a series of creative projects, workshops and a youth community art expo with students from Corowa High and Oaklands Central School as part of NSW Youth Week.</p> <p>Partnered with Intereach Corowa to deliver the Corowa Youth Outdoor Movie Night.</p> <p>Seniors Big Day Out at Club Mulwala as part of the NSW Seniors Festival.</p> <p>Volunteer Celebration at the Urana Waterfront Pavilion to celebrate National Volunteer week.</p> <p>A Smoking Ceremony at the Corowa Civic Centre to acknowledge National Reconciliation Week.</p>
	4.8.3	Establish strong community partnerships that builds capacity and deliver positive outcomes for the community.	Completed	100%	Ongoing. Significant investment being placed in this area to drive mutually beneficial outcomes.
Encourage community pride and spirit.	4.8.4	Update the new residents pack, circulate and make available online.	Completed	100%	Council continues to circulate the New Resident Kits to people moving to the area or who have recently moved. The kits updated to include revised Council services and initiatives rolled out in 2022.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.8.5	Continue to promote and encourage use of the free online community directory.	Completed	100%	Council ran a number of campaigns online, in print and face-to-face over the last twelve months targeting local community groups and organizations to list on Council's online community directory which was successful. A flyer was included in COVID packs and the New Residents Kits advertising the directory.
	4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	Completed	100%	This year Council's Volunteer Recognition Celebration was held on Sunday, May 22 at the Waterfront Pavilion in Urana with a lunch provided by the Urana Bowls Club and live music by local musician, Marcus Osborne. The 2022 guest speakers at this years event was Federation Council's Citizens of the Year Liz Seeliger (2020), and Vivian Spilva (2021).
Encourage community pride and spirit.	4.8.7	Facilitate volunteer coordination and support.	Completed	100%	Council continued to coordinate and support volunteers of Council including Section 355 and Advisory committees, as well as volunteers that assist in the Visitor Information Centre and Library.
	4.8.8	Encourage and support new events to the area.	Completed	100%	Ongoing, as appropriate - opportunities to be explored for revenue-generating events in line with the Fundraising Strategy.
	4.8.9	Finalise Ball Park Foreshore Removable Cafe Project.	Completed	100%	The utilities, slab, bollards and park furniture has been installed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.8.10	Deliver Cemetery Management Services.	Completed	100%	
Ensure community safety.	4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	Completed	100%	Ongoing, as appropriate.
	4.9.2	Implement the Road Safety Program.	Completed	100%	
	4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	Completed	100%	
Ensure community safety.	4.9.4	Review and implement the Council's Alcohol Free Zones.	Completed	100%	
Celebrate the area's rich culture and heritage.	4.10.1	Support the work of the Arts and Culture Committee	Completed	100%	Council relaunched and called for expression of interest for members for the Arts and Culture Committee, but was unable to fill membership. We continue to offer support and guidance to local arts and cultural groups and individuals as needed.
	4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	Completed	100%	Program delivered.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	Completed	100%	Council worked with local artists to commission murals in the Memorial Plaza in Corowa and in Apex Park in Mulwala. The Memorial Plaza Interactive Murals in Sanger Street was awarded silver in the Best Street Art Laneway category at the 2021 Australian Street Art Awards. Council has provided letters of support and guidance to local artists and community groups to support the installation of public art across the Council area.
	4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	Completed	100%	NAIDOC Week was celebrated in July 2021. A program for 2022 NAIDOC Week celebrations is scheduled for July 2022.
	4.10.5	Support local artists and galleries to foster a creative community.	Completed	100%	Ongoing.
	4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	Progressing	40%	A draft Arts and Culture trail is under development.
Celebrate the area's rich culture and heritage.	4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	Completed	100%	Council continues to run exhibitions of the Federation Arts collection in the Corowa Art Space and work is underway to make it a hireable space for public exhibition. Council secured the Bald Archy exhibition to return in August 2023.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.8	Continue to progress Councils Friendship Agreement with Miki City.	Completed	100%	Council continued to engage and communicate with our connections in Japan and the Miki City Advisory Committee. Council is working with documentary film maker, Helen Newman of Nomad Films to document the 25 year history of the Miki City exchange program with the former Corowa Shire and now Federation Council.
	4.10.9	Ensure long term planning strategies include further development of the Federation Museum.	Progressing	50%	Some work has been completed to establish a possible timeline for delivery of the Federation Museum.
	4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	Progressing	50%	Council continued to engage and meet with local history groups and community groups to support the recording and promotion of the history of the LGA.
Celebrate the area's rich culture and heritage.	4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	Completed	100%	Council continued to meet and provide support and assistance for historical and community groups to collect and record the stories relevant to the Federation Council area.
	4.10.12	Investigate any interest from Melbourne based councils with a view of forming a sister city relationship.	Not Due To Start	0%	
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Completed	100%	Council adopted the Federation Disability Access and Inclusion Plan 2022-2026 at the April Ordinary Council meeting.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.11.2	Facilitate and support the Disability Access Committee.	Completed	100%	Council continued to meet monthly with the Disability Access and Inclusion Committee.
	4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	Completed	100%	Ongoing and to be further considered in line with Growth Strategy in 21/22 and 22/23. Rand and Morundah are two small villages that have active Town Plans. Newly formed Howlong Progress Association is currently drafting a plan.
Work to address disadvantage in all its forms.	4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	Progressing	40%	Ongoing. These have been considered as part of the development of the Draft PAMP plan.
	4.11.5	Provide social housing in Howlong, Oaklands and Urana at existing properties.	Completed	100%	
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.	Completed	100%	Outcome achieved
	4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to smaller communities.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.12.3	Deliver school holiday programs across the council area.	Completed	100%	Action completed, programs offered in libraries and as take home kits when required
	4.12.4	Provide opportunities for residents to participate in lifelong learning.	Completed	100%	Book clubs, author visits and tech savvy seniors programs all recommenced
Provide library services and programs accessible to all residents and visitors.	4.12.5	Provide a free delivery service to housebound library patrons.	Completed	100%	Action completed
	4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	Completed	100%	Storytime program offered at Corowa, Howlong and Mulwala
	4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	Completed	100%	
	4.12.8	Encourage library membership by promoting the range of services available.	Completed	100%	Action completed, via online, facebook and local papers
	4.12.9	Facilitate some interactive programs for young people.	Completed	100%	Exploring further ways to connect to young people - through high school and youth council
	4.12.10	Facilitate the provision of online cemetery records.	Progressing	80%	This will be finalised in 2022/23.



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.	Completed	100%	Rates Advisory Committee engaged through the establishment of a harmonised rating system. To be re-engaged in 2022/23 as the detail of the future SRV is considered.
	5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	Progressing	60%	Service Managers conduct service reviews on a demand basis, but there is currently no regular scheduling of reviews. This will be further considered in the development of the updated Integrated Planning & Reporting plans for implementation from 1 July 2022. The NSW Government has also recently announced formal service reviews will become a requirement for all NSW Councils in the future.
	5.1.3	Implement 2021/2022 Special Rate Variation (subject to IPART approval) and comply with any associated reporting requirements.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.4	In conjunction with the development of the new Delivery Program, consider options for funding initiatives, including a further Special Rate Variation.	Completed	100%	This has progressed with increased advocacy to commonwealth and state governments for an increase in the level of grant funding to improve local roads, along with engagement with the community with respect to a Special Rate Variation from 2023/24.
Work toward the equitable servicing of all areas.	5.2.1	Work with regional and state organisations to ensure consideration of cross Council and border issues.	Completed	100%	Considerable engagement has occurred with the NSW and Victorian Cross Border Commissioners especially during the height of the COVID-19 pandemic. Discussions have focused on the impact of COVID-19, associated restrictions and opportunities to support the community in recovery.
	5.2.2	Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	Completed	100%	Managers review practices in other Councils when conducting service reviews for benchmarking and opportunities. Ramjo is also coordinating a shared services working group to closely examine opportunities for shared services. Recently the Councils of Moira, Indigo, Federation and Berrigan also signed a Memorandum of Understanding to formalise Councils efforts in working together more closely in areas such as service delivery.
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.	Completed	100%	Ongoing, as appropriate and commensurate with co-contribution funding available.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.2.4	Deliver projects funded by various state and federal grant programs.	Progressing	95%	Most projects are finalised - shortage of materials and tradespeople has delayed some projects
	5.2.5	Report on ongoing service provision and expenditure by area.	Completed	100%	The Annual Budget for 2022/23 has been adopted at a service level, providing greater transparency of where Council funds are spent. This will be supported by more detailed financial reporting through the financial year.
	5.2.6	Approve and implement the Grant Management Policy.	Completed	100%	
Ensure good governance and administration.	5.3.1	Implement Long Term Financial Plan and associated strategies.	Completed	100%	Continued progress has been made towards financial sustainability targets with the development of the new Delivery Program.
	5.3.2	Support NSW Electoral Commission process and conduct of Local Government election 2021.	Completed	100%	Election held in December 2021 and first Council meeting held on 23 December 2021
Ensure good governance and administration.	5.3.3	Implement Integrated Planning and Reporting including development of Community Strategic Plan (CSP), following Council election and in consultation with the community.	Completed	100%	Council conducted community consultation and adopted a new Community Strategic Plan at its June meeting, for implementation from 1 July 2022.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.4	Develop and review Council's Integrated Planning and Reporting documents (Delivery Program and Operational Plan) to support delivery of strategic priorities identified in the CSP.	Completed	100%	Drafts prepared for exhibition in May with final versions adopted by Council on 28 June 2022.
	5.3.5	Provide, regular and timely reports to Council and the community on progress of Council's achievements for actions adopted in its Delivery Program and Operational Plan.	Completed	100%	Progress reports prepared every six months and made available on Council's website.
	5.3.6	Review and re-develop Long Term Financial Plan, and Delivery Program and Operational Plan budgets, and ensure consistency with Operational Plan Actions.	Completed	100%	Long Term Financial Plan 2023-2032 and Delivery Program and Operational Plan budgets adopted 28 June 2022.
Ensure good governance and administration.	5.3.7	Preparation of Annual Report in accordance with Local Government Act and Guidelines.	Completed	100%	Reports received and compiled to prepare Annual Reports available on Council's website. 21-22 Financial year report due to be finalised by 30 November 2022.
	5.3.8	Preparation of State of the Environment Report in accordance with Local Government Act and Guidelines.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.9	Preparation of End of Term Report in accordance with Local Government Act and Guidelines.	Completed	100%	The End of Term Report for the Council term 2017-2021 was presented to the incoming Council and the community as per the legislative requirements.
	5.3.10	Demonstrate appropriate, effective and efficient financial services.	Completed	100%	
	5.3.11	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	Completed	100%	
Ensure good governance and administration.	5.3.12	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	Progressing	50%	Service levels have been considered in developing the new Delivery Program. Further work will be undertaken over the coming period to more clearly present these to the community.
	5.3.13	Provide Councillor Support Services.	Completed	100%	Council provides support to Councillors as per the provisions of the Policy for the Facilities and Payment of Expenses for Councillors.
	5.3.14	Council meeting agendas and minutes distributed and available in accordance with Council's Code of Meeting Practice.	Completed	100%	The new Agenda Management System is working well. There have been a few minor glitches but the distribution of the agenda and minutes is occurring as required.
	5.3.15	Ensure Policy framework is implemented	Completed	100%	Framework implemented and will be reviewed with internal stakeholders to identify any improvements/changes required.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.16	Work with stakeholders to develop and implement processes to support access to information in accordance with relevant legislation and guidelines.	Completed	100%	Revised Agency Information Guide completed inclusive of review of Open Access information. Reviewed by IPC with no changes required and adopted by Council. Review of Draft remediation plan prepared for IPC in relation to Planning and Development processes for access to DA Records.
	5.3.17	Implement Councils internal audit program.	Completed	100%	Internal Audit Program has been implemented in accordance with legislation. Audit Risk and Improvement Committee (ARIC) Terms of Reference and Workplan reviewed and adopted by Council at 28 June 2022 ordinary meeting.
	5.3.18	Review and implement Councils Privacy Management Plan.	Progressing	35%	Whole of organisation privacy training rolled out. The Privacy Management Plan is to be updated to reflect processes for managing CCTV footage and privacy aspects of public facilities. Reviewed Privacy Policy to be adopted with Privacy Management Plan by end of December 2022
	5.3.19	Manage Councils insurance claims in a cost effective manner and in accordance with customer service charter.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.20	Review delegations in line with organisational changes and ensure delegations process is integrated with existing recruitment and training policies and guidelines.	Progressing	25%	Delegations have been reviewed where required. Full review of delegations will be completed by 30 November 2022.
	5.3.21	Implement framework for supporting compliance with all council committees.	Progressing	5%	Framework is in place and under review which requires input from a range of stakeholders. Terms of reference required for all committees to be finalised with input from all committees. Guidelines require agreement and decisions to be made on aspects concerning Council policy eg. holding of bank accounts, membership and meeting protocols. Council has committed to employing a volunteer coordinator which will support the S355 Committee review undertaken and the Internal Audit findings relating to resourcing of this major piece of work. Once finalised, training and support for committees can commence.
Ensure good governance and administration.	5.3.22	Support councillors to acquire the skills necessary to perform their roles in accordance with the LGA S 232. Councillor Professional Development Program as per guidelines - LGR Part 8A-185 and including Code of Conduct.	Progressing	50%	Councillors have received induction training and participate in various and ongoing training programs. Specific training programs for individual Councillors have not been adopted as yet and will be worked on in the first half of 22/23.
	5.3.23	Provide Council Records Services.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.24	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	Completed	100%	
	5.3.25	Continue implementation of IT Strategy.	Progressing	70%	
	5.3.26	Consult with key stakeholders to ensure compliance with Crown Lands Act.	Progressing	70%	Ongoing. Training and support services provided by appropriate agencies to ensure compliance.
Ensure extensive communication and consultation with residents.	5.4.1	Maintain Council online presence via digital channels.	Completed	100%	Continually improving Council's digital presence. Council's data on its increased presence on social media is trending positively and strongly.
Ensure extensive communication and consultation with residents.	5.4.2	Implement and maintain Council's Customer Service Charter.	Progressing	95%	
	5.4.3	Implement Council's Community Engagement Strategy.	Progressing	70%	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 in 2022. The CSP Engagement Strategy was developed and adopted in February 2022.
	5.4.4	Implement Council's Corporate Communications Strategy.	Progressing	70%	Ongoing - strategy review currently underway. Final strategy adoption will be aligned to the Engagement Strategy review in late 2022.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.4.5	Implement internal communications and engagement policy.	Progressing	65%	Council's Staff Intranet 'The Source' continues to provide a central online resource for staff to access information from across the organisation 24/7 on any device. SMS Pilot Program has also been conducted with key findings to be presented to an internal communications and engagement working group to review internal strategy.
Ensure extensive communication and consultation with residents.	5.4.6	Use Council's visual identity consistently in all public facing communications.	Completed	100%	Council's branding assets are consistently used and accurate usage monitored in public facing communication and campaigns - ongoing.
	5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	Completed	100%	A vast array of media opportunities are captured, and updated photos and other content has been completed particularly in the associated business marketing areas of Council. Communication and Engagement plans developed to support tourism offer and assets, services, events and Council advocacy and legislative requirements.
	5.4.8	Finalise branding of building and all old signs from former Urana and Corowa Shires, at Corowa Civic Centre and any other required areas.	Progressing	95%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.1	Implement four yearly customer satisfaction surveys to understand strengths and areas for improvement.	Not Due To Start	0%	This action will only appear in the Delivery Program for the next version, and only appear in the specific year Operational Plan for the year it is scheduled, as it is only a once in four year (Council term) action.
Ensure quality customer service.	5.5.2	Promote and maintain a user-friendly customer request system.	Completed	100%	
	5.5.3	Continue to monitor functionality of Council's website.	Completed	100%	The Corporate website engagement continues to grow substantially. Analytic reporting is provided and reviewed monthly. A review of the website user functionality is currently underway to ensure it continues to be effective.
	5.5.4	Implement actions to improve access to customer service centres.	Completed	100%	
	5.5.5	Provide public access to cemetery information and process transactions.	Completed	100%	
Provide operational efficiency and effectiveness to ensure a resilient and	5.6.1	Undertake actions to improve efficiencies and compliance across the organisation in Risk and Work Health Safety	Progressing	55%	With the departure of key employees there has been limited progress on this action. Recruitment is currently underway, following which Risk and WHS improvements will resume.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
responsive organisation.	5.6.2	Update and implement the Workforce Strategic Plan.	Completed	100%	The Workforce Management Strategy was adopted by Council on 28 June 2022. This will be implemented over the coming four years.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.3	Continue to implement staff performance reporting.	Completed	100%	Majority of performance appraisals completed by 30 June 2022.
	5.6.4	Maintain IT and technical support for Council.	Completed	100%	
	5.6.5	Ensure staff have required IT skills and an organisational awareness of IT functionality.	Completed	100%	
	5.6.6	Review security of Council assets, people and property.	Completed	100%	Activities continue around the security of Council's assets. There has been a particular focus on the security of Council's information systems and improvements to lighting and CCTV in some areas including for staff security. Further work is being undertaken on the security of Council locations where plant, tools and equipment are stored and this is considered critical given theft/losses in some areas.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.7	Ensure staff are engaged with and update staff intranet.	Completed	100%	The Staff Intranet engagement continues to grow substantially. Analytic reporting is reviewed monthly. The site continues to be developed and updated to ensure maximum engagement levels of staff and proves to be a valued central source of consistent communication. New pods have been installed at Council depots to ensure accessibility for all staff who do not have access to their own pc or digital device.
	5.6.8	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	Completed	100%	
	5.6.9	Conduct careers days and volunteers days in collaboration with school and local institutions.	Completed	100%	
	5.6.10	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	Progressing	65%	Progress has been limited with the departure of key staff in March 2022. Recruitment for a replacement is currently underway.
Provide operational efficiency and	5.6.11	Provide Risk and Compliance Services.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
effectiveness to ensure a resilient and responsive organisation.	5.6.12	Support Council Mapping Systems across the organisation.	Completed	100%	
Effective asset management.	5.7.1	Develop and implement Asset Management Plans.	Progressing	75%	Transport Asset Management Plan has been developed and adopted by Council
	5.7.2	Implement recommendations from Asset Management Planning project.	Progressing	30%	Council is attempting to recruit an Asset Management Specialist to lead this work.
	5.7.3	Allocate resources to inspect new assets and report on condition.	Completed	100%	Ongoing. Additional staff have been assigned to this area and are working on gaining better asset data.
	5.7.4	Complete external asset audits.	Progressing	75%	Additional work done in the transport area to obtain more reliable data.
	5.7.5	Complete asset, regulatory and works related financial reporting on time.	Completed	100%	
	5.7.6	Seek funding for upgrades to the Ball Park Caravan Park.	Progressing	40%	Ongoing discussions including opportunities for PPP (in line with Fundraising Strategy). Draft Master Plan to be formally considered by stakeholders and Council.
	5.7.7	Seek funding for upgrades to the Urana Caravan Park.	Not Progressing	0%	Further opportunities to seek funding will be explored in 2022/23.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Effective asset management.	5.7.8	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.	Progressing	70%	Draft hierarchy developed. This will be reviewed by the Roads Advisory Committee prior to being considered by Council.
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Completed	100%	Support supplied during reporting period and Councils Director of Engineering is the Local Emergency Management Officer and the Committee meets as and when required.
	5.8.2	Support After Hours Emergency Response.	Completed	100%	