



**FEDERATION
COUNCIL**



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

www.federationcouncil.nsw.gov.au

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Progress Report
January – June 2023 (H2)
Delivery Program
and
Operational Plans
2022/23 – 2025/26

Delivery Program Operational Plan 2022/23 – 2025/26

Council is pleased to present the 6-month progress report outlining progress in the second half of Year 1 of Councils 2022/2023 Operational Plan and the 2025/2026 Delivery Program. This report outlines the achievements gained in the second half of this reporting year, being from 1 January 2023 to 30 June 2023. The Operational Plan for 2022-23 has 113 actions. Ongoing actions or programs are depicted as being on track at 50% unless otherwise stated with projects represented as the percentage complete for the entire project.

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

Some of our milestones this period include:

- Funding secured for the design of the Corowa Sewerage Treatment Plant.
- Council's kerbside collection contract has been advertised and evaluated and is now ready for Council to award. The introduction of the 3-bin system will be extended to areas that receive a waste collection service.
- Lowe Square Howlong Masterplan has been adopted.
- The Corowa foreshore path from Bangerang park to the Wahgunyah rowing shed and lagoon boardwalk have been completed.
- An external provider has been engaged to prepare Crown Lands Plans of management which is a significant piece of work and is estimated to be finalised by November 2023.
- Federation Council hosted two events for the 2023 NSW Seniors Festival being Seniors Lunch x 2. Something Old on Wednesday 8 February at the Morundah and Something New on Sunday 12 February, 2023 at Corowa.

Key priorities for the next 6 months include:

- Work to continue on Asset Management plan for local roads, bridges and footpaths.
- Oaklands Recreation Reserve – Stage 2 project works as funded under the Stronger Country Communities Fund to be progressed.
- Develop a Stormwater Drainage Strategy for urban areas
- Finalise Urana and surrounding villages Flood Management Plan, develop long term works plan and seek funding for implementation.
- Investigations to continue into the concept design and detailed design for flood modification measures for Morundah.
- Undertake investigations to confirm potential impacts of extending and upgrading the Urana levee and its alignment, and progress to concept design and detailed design.
- Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.
- Further progress Stage 1 of the Masterplan for the Corowa Saleyards due for completion in 23/24.
- Further investment in local road maintenance and renewal.

Some of our milestones this period include:

- Council received funding under the Stronger Communities Funding to develop a Youth Strategy, Implementation Plan, and Communication Strategy including potential youth programs and related infrastructure work. Initially planning is underway.
- Council hosted an event to celebrate and recognise the significant contributions our local volunteers make within community groups, organisations and with our many community events and projects. Over one hundred volunteers from across the Federation region came together for the lunch held in Howlong. Local singer songwriter Toby Mobbs provided the entertainment for the event.
- Council received approval for a partial Special Rate Variation application for 2023/24. This is a significant step forward to ensuring critical investment in road maintenance and renewal and to support the financial sustainability of Council.
- Personal Training Plans have been developed for all Councillors for 23/24. This training will better support decision making and governance for our Councillors.
- A service review framework has been drafted to support a consistent approach to the undertaking of service reviews. A number of service reviews have been included in the Delivery Program and Annual Operational Plan for 2023/24: Corowa Aerodrome, Community Engagement, Water Supply and Sewerage services.

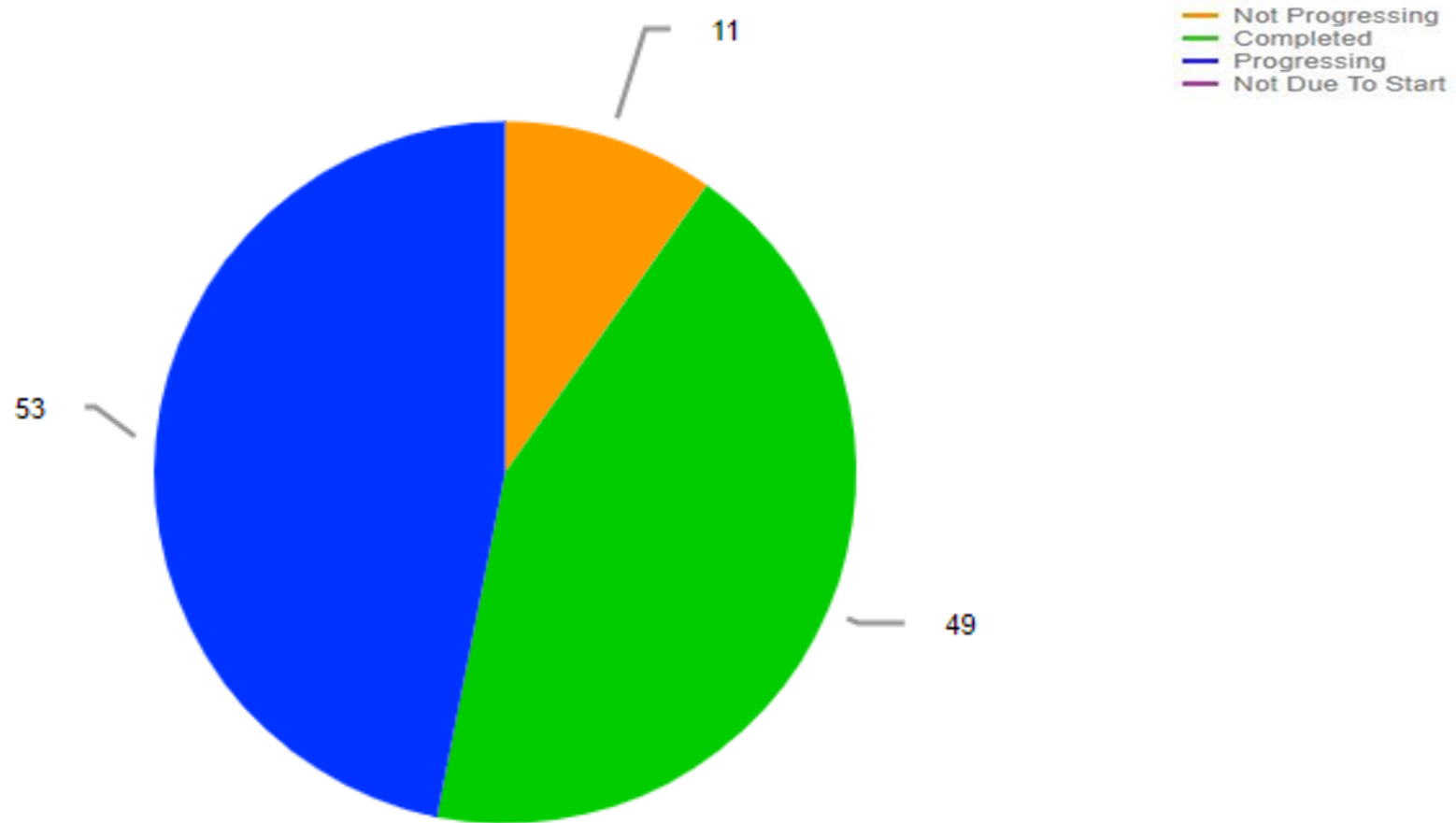
Key priorities for the next 6 months include:

- Finalise Urana Aquatic Centre and JM Smith Nature Reserve Masterplan
- Finalise purchase of Billabidgee Units Urana land.
- Work to commence on the development of a framework to support our legal obligations under the Modern Slavery Act 2018.
- Standardisation of practices to meet Child Safety Standards to be a priority.
- An outcome of the peer reviewed business case study on the financial sustainability of Federation Council and the advantages / disadvantages of amalgamation is expected in the latter half of this year.

Mayor Patrick Bourke



Diagram 1. Action Snapshot January – December 2023 (H2)





Outcome:

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

Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Develop an overarching Asset Management Plan for Council's Assets.	Completed	100%	Strategic Asset Management Plan and the State of our Council Infrastructure Assets documents were adopted by Council at its December 2022 Council meeting.
	1.1.2	Finalise Asset Management Plan for local roads, bridges and footpaths.	Completed	100%	Strategic Asset Management Plan is completed. The document will be implemented and continually reviewed.
	1.1.3	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.	Progressing	50%	Asset Management Strategy has been completed. Works on a road hierarchy plan is progressing. Input on the road hierarchy will be sought from the Roads Advisory Committee.
	1.1.4	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.	Progressing	50%	The development of capital works renewal and improvement plans will be a focus area for the 2023/2024 financial year.

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	Implement a Capital Works renewal and improvement program for Aquatic, recreational, and other community facilities.	Not Progressing	0%	Development of a capital works renewal and improvement program for Aquatic, recreational, and other community facilities has not yet commenced. This work will commence in the second half of the 2023/2024 financial year.
	1.2.2	Develop Masterplan for Memorial Park/ Cross Street Reserve Howlong.	Progressing	50%	Budget has been allocated for the 2023/2024 financial year. An external consultant will be engaged to deliver the masterplan in collaboration with Federation Council and the Howlong community.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.1	Implement a Capital Works renewal and Improvement program for water services.	Progressing	35%	Development of a capital works renewal and improvement program for water services is partially completed. The work being undertaken by Public Works will establish ten-year renewal and improvement programs.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.3.2	Develop water systems capacity review (Corowa, Howlong and Mulwala).	Progressing	95%	Initial, high-level reviews of the water systems have been completed. Public Works will undertake a more detailed review and prepare a Strategic Plan across both water and sewer in the next 12 to 18 months.
	1.3.3	Implement Water Infrastructure upgrades for Howlong.	Progressing	70%	Water infrastructure upgrades are currently in construction for Howlong. These works are scheduled for completion in the second half of 2023.
	1.3.4	Seek funding for the renewal of the Mulwala Water Treatment Plant.	Progressing	10%	Public Works are in the process of being engaged (awaiting outcome of funding application) to prepare a Strategic Plan for the sewer and water business of council. This work will include the preparation of a business case to support future funding applications for the renewal of the Mulwala Water Treatment Plant.
	1.3.6	Develop Integrated Water Cycle Management Plan.	Progressing	10%	Public Works are in the process of being engaged (subject to receipt of funding) to develop an Integrated Water Cycle Management Plan.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve sewerage services and systems to meet the needs of residents and industry.	1.4.1	Implement a Capital Works renewal and improvement program for sewer services.	Progressing	50%	Development of a capital works renewal and improvement program for sewer services is partially completed. The work being undertaken by Public Works will establish ten-year renewal and improvement programs.
	1.4.2	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment plant.	Completed	100%	Funding for the design of the Corowa Sewerage Treatment Plant has been secured. Detailed design will be completed by the second half of 2024 ready for tender. Additional funding will be sought for the construction phase of the works.
	1.4.3	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).	Progressing	95%	Initial, high-level reviews of the sewerage systems have been completed. Public Works will undertake a more detailed review and prepare a Strategic Plan across both water and sewer in the next 12 to 18 months.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve stormwater and flood protection systems to meet the needs of residents and industry.	1.5.1	Implement a Capital Works renewal and improvement program for stormwater services.	Progressing	25%	Development of a capital works renewal and improvement program for stormwater services has not yet commenced. This work will commence in the second half of the 2023/2024 financial year.
	1.5.3	Finalise Urana and surrounding villages Flood Management Plan , develop long term works plan and seek funding for implementation.	Progressing	70%	Plan adopted by Council in December 2022. Funding now received for detailed design of agreed works, and this is progressing with the input of the Flood Committee.
	1.5.5	Finalise Howlong, Corowa and Mulwala Flood Study and Plan.	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Advocate for public transport, telecommunications and energy utilities that meet the needs of residents and industry.	1.6.1	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry.	Completed	100%	Council advocates across a range of areas including through RAMJO to continue to seek better outcomes for the community from these non-Council services.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Improve waste management services.	1.7.1	Actively participate in kerbside collection contract renewal process.	Progressing	80%	Kerbside collection contract has been advertised and evaluated. Anticipated that a contract award will occur at the July 2023 Council Meeting.
	1.7.2	Finalise Federation Council Waste Strategy.	Not Progressing	0%	The preparation of this strategy has stalled. Following the award of the new kerbside collection contract, work on this strategy will recommence.
	1.7.3	Introduce three bin system for all waste collection areas under the joint contract.	Progressing	80%	The kerbside collection contract has been advertised and evaluated. It is anticipated this contract will be awarded at the August 2023 meeting of council. The introduction of the 3-bin system will be extended to areas that receive a waste collection service.



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 sectors, advantaged by our location to large centres, on the Murray River, and affordability.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Finalise the Federation Council Growth Strategy, ensuring it includes projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support workforce development.	2.2.1	Work with RAMJO and other key stakeholders to prepare a plan which addresses critical local skills shortages.	Progressing	75%	Progressing as appropriate discussions with RAMJO and other relevant agencies, such as the Jobs and Skills Taskforce.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage affordability.	2.3.1	Ensure strategy and long-term planning considers the development of new affordable residential land.	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support inward investment.	2.4.1	Develop an Economic Advocacy Plan.	Not Progressing	0%	Has not commenced due to current staffing vacancies resulting in no resource being allocated to this project.
	2.4.2	Support and encourage opportunities for increased public and private sector investment across the council area.	Completed	100%	Councils Economic Development Strategy contains actions in this area. Council is also progressing its Growth Strategy, a major strategic land use plan to enable orderly infrastructure development in suitable land release areas. Councils Howlong Industrial Precinct also has lots available and selling.
	2.4.3	Seek public and Private sector investment for upgrades to Ball Park Caravan Park	Progressing	75%	Progressing as appropriate in line with direction from Council.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support entrepreneurship and industrial diversification.	2.5.1	Progress sale of industrial land in the Howlong Industrial Estate.	Progressing	75%	Consistent progress under direction of Property Officer.
	2.5.2	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects.	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.5.3	Develop and Implement Commercial activities on Public Land Policy.	Progressing	50%	Ongoing - under cooperative development with internal stakeholders.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support a collaborative regional approach to economic development	2.6.1	Progress actions within the Federation Council Economic Development Strategy.	Progressing	30%	Restricted progress given level of resource available to advance the project.
	2.6.2	Support and encourage innovative industry trials and projects where appropriate.	Progressing	85%	Ongoing support and development of strategic relationships with key industry stakeholders, and progressing of MOUs as appropriate, e.g., Riverine Plains.
	2.6.3	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Completed	100%	Ongoing as detailed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support the agricultural industry.	2.7.1	Deliver Stage 1 of the masterplan for the Corowa saleyards.	Progressing	90%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Increase tourism.	2.8.1	Continue to develop and market the electronic newsletter as a means of communicating with tourism stakeholders.	Completed	100%	Ongoing - actioned as per strategic plan.
	2.8.2	Continue implementation of the North of the Murray 5-year Destination Marketing Strategy 2020 – 2024.	Progressing	60%	Ongoing as per strategic implementation plan.
	2.8.3	Actively seek opportunities for external funding to support the development of key tourism product.	Progressing	50%	Ongoing. Funding achieved through Community Events Program to host North of the Murray Event Series.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Enhance retail.	2.9.2	Support Initiatives to encourage residents to shop locally.	Completed	100%	Supported as appropriate via Council's messaging platforms.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support business development.	2.10.1	Progress funding strategy for Masterplan for Corowa Aerodrome.	Progressing	20%	A major grant was applied for to allow a Business Case to be developed for the Corowa Aerodrome, however this was not successful. Council has now accepted to undertake a service review to then guide any future investment/development. This is expected to occur across 23/24.
	2.10.2	Facilitate local business support services in line with Economic Development Strategy.	Progressing	30%	Progressing in line with the resource available to advance the project.



Natural Federation

Outcome:

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

Natural Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.1	Adopt updated Lowe Square Howlong Masterplan.	Completed	100%	Low Square Howlong Masterplan was adopted at the March 2023 Council meeting.
	3.1.4	Finalise John Foord Corowa Reserve Masterplan.	Completed	100%	John Foord Recreation Reserve was included in the Corowa foreshore and surrounds precinct plan.
	3.1.5	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans.	Progressing	80%	Major works involving significant walking tracks, signage and river deck areas are continuing across the Corowa Foreshore. They were held up in late 2022 due to the major floods and works have now recommenced and are expected to be completed by the end of 2023.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Conserve and utilise waterways, and develop their frontages.	3.3.1	Progress upgrade to Corowa Foreshore (Ball Park Reserve).	Progressing	75%	The Corowa foreshore path from Bangerang park to the Wahgunyah rowing shed has been completed. The lagoon boardwalk has also been completed. This upgrade has encouraged the community to use this path which has been very positive for the mental health and wellbeing. We have used red gum timber as bollards in the path area to promote a natural environment. We will continue to finish the CRIF funding project which we have until January 2024 to complete.

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.	Completed	100%	Federation council has improved the natural habitat of areas as Cross street reserve Howlong, River Street wetlands Corowa, Whitehead wetlands Corowa, Aquatic Centre Urana. The removal of unwanted exotic trees while retaining the native species at each site. A reduction in herbicide applications this year to help improve the bee population at all sites.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	3.4.2	Finalise Crown Land plan of management across Council managed Crown Reserves.	Progressing	60%	Habitat Planning have been engaged to prepare plans of management - Estimated time for finalisation is November 2023

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for landholders.	Completed	100%	Corowa and District Landcare has held workshops to help educate Landholders on various environmental issues and land management practices in Federation Council.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Implement consistent and appropriate land use planning strategies	3.6.1	Finalise Federation Council Local Environmental Plan including supporting Growth strategy, studies and plans.	Not Progressing	0%	
	3.6.2	Preparation of Council wide Development Control Plan.	Not Progressing	0%	
	3.6.3	Review and Update of developer contribution plans.	Not Progressing	0%	
	3.6.4	Update of Community Strategic Planning Statement.	Not Progressing	0%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	3.6.5	Update community participation plan in accordance with EP&A act 1979.	Not Progressing	0%	



Social Federation

Outcome:

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

Social Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Update and Implement the Pedestrian Access and Mobility Plan (PAMP).	Completed	100%	Implementation of actions within the PAMP are being undertaken as funding becomes available.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.1.2	Support the work of the Ageing Well Committee.	Completed	100%	<p>Council continues to meet monthly with the Ageing Well Committee. Highlights of the work between the Council and committee over the last year include hosted the Something Old and Something New events which included free transport, engaged and partnered with local service providers to provide educational campaigns, promotion of Council senior focused resources including the Ageing Well Resource, supported and promoted active ageing initiatives such as the MLHD Gentle Exercise and Aqua Exercise program and the Back on Track Vitality Passport Program, developed the Age Friendly Communication and Engagement Guide to help support Council and businesses to better consult and engage older people, and lobbied for council and businesses to use more age-friendly print.</p> <p>The Ageing Well Committee and Council are currently undertaking community consultation to develop the Ageing Well Strategy 2024-2028.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.1.3	Renew and implement the actions within the Ageing Well Strategy.	Progressing	60%	The Ageing Well Advisory Committee and Council are undertaking community consultation from June to August seeking feedback from older residents to get a better understanding what ageing in the Federation Council looks like. Consultation includes focus groups, one on one conversations, online and printed survey, and the post cards in Council offices and buildings. Feedback will assist to develop the Federation Ageing Well Strategy 2024-2028 and subsequent four-year action plan.
	4.1.4	Celebrate the contributions of senior residents through the delivery of a Seniors Week initiative.	Completed	100%	Federation Council hosted two events for the 2023 NSW Seniors Festival being Seniors Lunch x 2. Something Old on Wednesday 8 February at the Morundah and Something New on Sunday 12 February, 2023 at Corowa. Both events were well attended.
	4.1.5	Finalise purchase of Billabidgee Units Urana.	Progressing	85%	Final determination has been made for price. Awaiting feedback from Crown Lands to confirm final steps to close off

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support young people.	4.3.1	Support the work of the Youth Council.	Completed	100%	Expression of interest for members for the Federation Youth Council are open until the end of June with the aim of the 2023/2024 Youth Council to begin in the new financial year.
	4.3.2	Continue to support the development, maintenance, and roll out of a directory with youth focused and mental health services listed.	Completed	100%	Council continues to promote and update the directory with youth focused and mental health services listed.
	4.3.3	Investigate the benefits of developing a youth strategy.	Completed	100%	Council received funding under the Stronger Communities Funding to develop a Youth Strategy, Implementation Plan, and Communication Strategy including potential youth programs and related infrastructure work. Initially planning is underway.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support access to quality education.	4.4.1	Advocate for the preservation of schools in rural communities.	Completed	100%	Government have shown a very fair approach to keeping schools open even with low numbers, however in recent years two primary schools in the Council area have closed due to low numbers.

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 work of the Primary Prevention Team.	Completed	100%	Council sits as a member on the Federation Primary Prevention Team and provides ongoing support including hosting meetings and taking minutes. An action plan for the next four is under development.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide sport and recreational opportunities.	4.6.1	Seek grant funding for community-led sport and recreational projects.	Progressing	75%	Ongoing as required (to support the development of previously identified and captured projects).

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support childcare and family services.	4.7.1	Support awareness and access to the Family and Children's Services Directory.	Completed	100%	Council continues to promote the Family and Children's Services Directory both online and hard copy that is included in the New Resident Kits and Kinder bags.
	4.7.2	Deliver the mobile preschool service across the northern area of the LGA.	Completed	100%	Service delivered in four locations.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.7.3	Support schools to participate in Council led activities.	Completed	100%	Council continues to offer opportunities for schools to participate in Council led activities such as the Miki City visit, Federation Community Expo, Australia Day school achiever awards, Youth Week celebrations and the Federation Youth Council.
	4.7.4	Ensure long term plans enable child care services to support the Mulwala community.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.2	Continue to promote and encourage use of the free online community directory.	Completed	100%	Council continues to promote the online community directory via its communication channels, directly to community groups and organisations and as part of the New Resident Kit.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.8.3	Recognise volunteers in the Federation Council area during Volunteers Week.	Completed	100%	Council hosted an event to recognize the contribution our local volunteers make within community groups, organisations and the success of community events and projects on Sunday 21 May. Over one hundred volunteers from across the Federation region came together at The Change Makers Lunch hosted by Federation Council to celebrate National Volunteers Week. The lunch held in Howlong saw attendees enjoy a complementary two course lunch while they socialised and were serenaded by original tunes from local singer songwriter Toby Mobbs.
	4.8.4	Develop and implement a management framework to support the valued work of volunteers.	Progressing	10%	A review of the status of S355 Committees has commenced.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure community safety.	4.9.1	Implement the road safety program.	Completed	100%	This is an annual program managed by council's Road Safety Officer.
	4.9.3	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.9.4	Implement the companion animal management plan.	Progressing	60%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.1	Develop and Implement a Reconciliation Action plan for the Federation Council area.	Progressing	60%	Ongoing as per direction and guidance of lead advisory group.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.2	Deliver actions from the Arts & Culture Strategy including support for the Arts and Culture Committee.	Completed	100%	<p>Council continues to deliver actions from the Arts and Culture Strategy and engage with and listen to local arts and community groups around arts and cultural projects</p> <p>Projects underway include meeting with the RAP Working Group and drafting the Innovate Reconciliation Action Plan (RAP) for the Federation Council, calling for EOI for an artist to develop the RAP artwork, three exhibitions in the Corowa Art Space including the Currawa Crossing showcasing contemporary Aboriginal artworks, Bald Archy exhibition, and the Miki City History Display, Murray Arts membership and promotion to the broader community, Miki City Visit and documentary, NADIOC Week workshops, Opening of the Dexter Windmill in Urana, History wall art in partnership with the Mulwala Library History Group, digital recording of the art collection, and public art, review and update of the Corowa Art Space to make more inclusive, and a review of the Council's Public Art Policy review.</p>

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.3	Continue to progress Council's friendship agreement with Miki City.	Completed	100%	Council continued to meet monthly with the Miki City Advisory Committee. Ten young people and three chaperones from Miki City in Japan are scheduled to visit in August staying with local host families. Our Miki City friends will undertake daily activities across the Council area during their 6 day stay. The documentary of the 25-year sister city relationship will be launched during their visit.
	4.10.4	Ensure long term planning strategies include further development of the Federation Museum.	Not Progressing	30%	To be included as and when appropriate in alignment with Council strategies and processes.
	4.10.5	Investigate a sister city relationship with an urban council.	Not Progressing	0%	No resource to progress currently.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide library services and programs accessible to all residents and visitors.	4.12.1	Encourage Library membership by promoting the range of services available.	Completed	100%	Ongoing via the various offerings (across a range of target demographics) through Library Services, including holiday programs for young people.
	4.12.2	Deliver school holiday programs across the Federation Council area.	Completed	100%	Progressing via the programs offered via Library Services and Community Development programs.
	4.12.3	Provide a free delivery service to housebound library patrons.	Completed	100%	Progressing as per requirements of Libraries Act, commensurate with level of Council resources available.



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%	Five meetings were held in 2022-2023.
	5.1.2	Progress Special Rate Variation application for 2023/24 to invest in road maintenance and renewal and support the financial sustainability of Council.	Completed	100%	Application submitted February 2023. Partial approval granted June 2023.
	5.1.3	Engage with the community when setting annual fees and charges.	Completed	100%	Ongoing as appropriate.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward the equitable servicing of all areas.	5.2.1	Work with Regional and state organisations to ensure consideration of cross council border issues.	Completed	100%	All State and Council planning is considerate of Cross Border matters. Council also in the last 12 months has entered into a Memorandum of Understanding with Berrigan (NSW), and Moira (VIC) and Indigo (VIC) Councils, to ensure Councils planning and services are considered with a strategic and cross border lens.
	5.2.2	Ensure Service Reviews include assessment of service levels across Council areas.	Progressing	50%	Staff have undertaken various service reviews each reporting year; however, a new Service Review Framework is to be developed in 23/24 to allow a new approach to scheduling reviews of all Council services, including levels of service and community consultation into public facing services, with the reviews to be done under a consistent template.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.1	Review Delegations from Council to the Mayor and General Manager.	Completed	100%	Already completed for this reporting period. Not due again until December 2023.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.2	Review Delegations from the General Manager to staff.	Completed	100%	Delegations were reviewed and approved on 15 December 2022. These are populated in Council's Pulse system which will support greater efficiencies in monitoring, maintaining, reporting and future reviews. Next review due 30 September 2025.
	5.3.5	Review Open Access records.	Progressing	15%	This action has commenced with review of Agency Information Guide. Unable to progress review of open access information with whole of organisation. Expected that all stages will be not completed by 30 June.
	5.3.6	Review of Privacy management Plan.	Progressing	20%	Privacy Management Plan review to be undertaken by external contractor.
	5.3.7	Review of Delivery Program/ Operational Plan.	Completed	100%	Delivery Program has been reviewed with an updated Delivery Program and Annual Operational Plan adopted on 27 June 2023.
	5.3.8	Prepare Annual Report.	Completed	100%	Action complete for 2021/2022. Not due to commence for 2022/2023.
	5.3.11	Develop Councillor Professional Development program.	Completed	100%	Personal Training Plans have been developed for all Councillors for 23/24.
	5.3.12	Introduce framework for managing council's obligations under the Modern Slavery Act 2018.	Progressing	10%	Initial briefing with Local Government Procurement. Purchased Modern Slavery toolkit to undertake preliminary assessment.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.13	Standardise Practices to meet child safe standards.	Not Progressing	0%	No further progress. This project will carry forward to 2023/24.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure extensive communication and consultation with residents.	5.4.1	Develop community engagement strategy in accordance with legislation.	Progressing	20%	The development of Council's first organisation wide Community Engagement Strategy is underway. Council has allocated a \$50k budget to support the development of the strategy with the support of a consultant to assist Council in developing a quantifiable data driven strategy. An RFQ has been developed and will be advertised in July 2023.
	5.4.3	Implement internal communications strategy.	Progressing	20%	Work has commenced on developing an overarching Internal Communication Strategy to direct employee engagement in the future. This will allow the many current ways of internal communication to be reviewed and updated to ensure the best methods are used in the future to capture the wide range of methods staff rely on to become and remain informed. To be continued in 23/24.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.4.4	Maintain Council online presence via digital channels.	Completed	100%	Maintaining of Council's online presence via digital channels is ongoing. Annual action plan has been developed for service areas to build website content. Council's data on its increased presence on social media and other digital platforms is trending positively and strongly.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure quality customer service.	5.5.1	Review the customer service charter and implement associated actions to improve the customer experience.	Progressing	30%	Additional customer request reporting introduced.
	5.5.2	Maintain a user friendly customer request system.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Implement a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement.	Progressing	30%	A service review framework has been drafted to support a consistent approach to the undertaking of service reviews. A number of service reviews have been included in the Delivery Program and Annual Operational Plan for 2023/24: Corowa Aerodrome, Community Engagement, Water Supply and Sewerage services.
	5.6.2	Implement Workforce Management Plan.	Progressing	40%	Actions taken by the Manager People and Culture to progress the targeted outcomes, commencing with implementation of developed actions as a result of the Voice Survey (November 2022).
	5.6.3	Implement Long Term Financial Plan and associated strategies	Completed	100%	
	5.6.5	Develop Internal Audit Charter.	Progressing	50%	Internal audit charter drafted and undergoing review prior to adoption.
	5.6.7	Conduct annual Insurance renewals.	Completed	100%	
	5.6.8	Develop Climate change adaptation plan.	Progressing	5%	No further progress this reporting period.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.6.9	Work with the roads advisory committee to respond to priority road concerns.	Progressing	50%	Roads Advisory Committee will be re-established following a pause due to flooding across the shire. Meeting will be rescheduled in line with the Terms of Reference.
	5.6.10	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies.	Progressing	25%	Evaluation of improvements implemented has been undertaken and included with Council's Special Rate Variation application. An extensive listing of improvements has been included in the adopted Long Term Financial Plan. This is now a standing agenda item for the Leadership Group which is supporting the identification, testing and implementation of productivity improvements and cost containment strategies.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide effective asset management.	5.7.1	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Progressing	50%	Strategic Asset Management Plan has been adopted by council. Improvement Action Plan will be implemented.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.7.2	Develop and Implement Asset Management Plans.	Progressing	20%	The Asset Coordinator position description is currently being prepared and targeted for advertising in the first quarter of the new financial year. The appointment of this role is critical to the delivery of this action.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure appropriate emergency management.	5.8.1	Support the Local Emergency Management Committee.	Completed	100%	Support supplied during reporting period. Council's Director of Engineering is the Local Emergency Management Officer and the Committee meets on a scheduled basis.
	5.8.2	Provide After Hours Emergency Response.	Completed	100%	On call systems and procedures in place to appropriately manage after hours emergency response.