



**FEDERATION
COUNCIL**

ANNUAL REPORT 2020-21



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WELCOME

A message from the General Manager

Welcome readers to the Federation Council Annual report for the 2020/21 reporting period. I am honored and proud to present this report on behalf of Council. This past reporting year has been filled with so many achievements by Council working with the community. Many have been by way of direct partnerships with the community, as we continue on our journey together, delivering on the Community Strategic Plan (CSP) 2018-2028 – ‘Our Community – Our Opportunity’.

The year again saw new challenges and opportunities for the community and Council. I am proud of the way our community has rallied in the face of the COVID-19 pandemic, supporting one another and looking positively to the future. I am also equally proud of our dedicated staff, volunteers and regular contractors, who all worked quickly to adapt and manage our service delivery in response to the risks and resultant regulations caused by COVID-19.

From the immediate needs to transition large parts of our indoor workforce to remote working from home, enhancing protection measures for customers and staff and all the while maintaining a relentless focus on continuing to provide a high level of services right across our business units. This has been a phenomenal effort, and one I know many in the community are aware and appreciative of.

Council also played a strong and continuing advocacy role in assisting the State Government by providing advice to advocate to ensure regulations imposed where possible are sympathetic to the unique circumstances of cross border and rural communities generally.

Notwithstanding the challenges of Covid-19, in addition to our day to day service delivery, this year again saw the opening of many new long-awaited community facilities. These included the amazing new Corowa Aquatic Centre, the Howlong Multi-purpose Centre, the Mulwala All Abilities Playground and the Urana Waterfront Pavilion. These community projects are now being enjoyed by a wide spectrum of the community and visitors, and will continue to improve the livability of our region. These facilities and the many others delivered have been for the main long-standing community priorities.

In addition to the community facilities delivered, Council delivered a large capital works program across our roads, bridges, recreation and water and sewer service areas. Council remains grateful to the strong financial support of the NSW and Federal Governments via numerous

significant grants, and these have greatly assisted Council in ensuring the community's vision has been able to be realised.

Council remains committed to creating opportunities for local employment and has been encouraged to see the recent increased investment in business/industrial land in Corowa, Howlong and Mulwala, leading to more local jobs. Continued investment such as the \$10million Corowa Saleyards upgrade kicking off in 21/22 will also support the local and broader economy and be another job enabler also, with the potential for other partnerships in addition to the current activities at the site very likely.

Financial sustainability continues to be a major focus of Council with a commitment to improving the pre-planning of projects and implementing productivity improvements and cost containment strategies to deliver improved outcomes with less resources. Efforts through 2020/21 have resulted in a continued improvement in Council's financial position. This work will continue as forward estimates are prepared to assist and guide Council's responsibilities in the next Delivery Program.

Council is placing a continued focus on Asset Management with updated planning to occur in the next 12 months especially. Council is aware of significant additional expenditure required in the road network especially due in part to seasonal conditions, increased freight tasks and a general underfunding of these assets over many years. Additional expenditure is also expected to be required in upgrades and renewals predicted across the asset classes of Waste Management, Buildings and Facilities, and some major water, sewer and storm-water upgrades projected over the next ten years.

Council will continue to broaden its strategic scope with respect to planning for these major critical assets, including funding streams being identified, in line with the growing development pressures being experienced. This work will need to ensure any development is managed in a fiscally sustainably way for future generations, and equally ensure an appropriate level of environmental and livability safeguards are in place. Councils Growth Strategy is underway and is expected to run across the next two years. This is the key strategic framework to direct this work. I welcome and encourage continued community engagement across all facets of Councils work. Staff will continue to ensure a strong focus is placed on engagement and transparency in all aspects.

I thank the Mayor and the Councillors for their leadership, unity and support, and equally our staff for their hard work and willingness to adapt during this challenging time that has ensured 20/21

has been a very successful year. On behalf of Council I also thank the community for your demonstrated resilience through the year, and thank you for your input into the many consultations conducted during the year. This all helps ensure the Federation Council area continues to be a great place to live, work, visit and play!

I look confidently towards the future and consider we are well placed to support a newly elected Council following the 2021 local government elections, continuing implementation of community priorities across the Council area from the Community Strategic Plan *Our Community Our Opportunity*.

Adrian Butler
General Manager



INTRODUCTION

Purpose, context and how to read this report

Federation Council is pleased to present its third Annual Report for the priorities and actions as per Council's Community Strategic Plan "Our Community - Our Opportunity" adopted in June 2018 for the period 2018-2028.

The Community Strategic Plan (CSP) is the community's long term vision and strategy for the Federation Council area for the next 10 years. It is a plan to achieve the priorities that you identified during an extensive consultation phase carried out in the first half of 2018, which captured the community's visions and aspirations for the future.

"Our Community - Our Opportunity" is the plan for the future for the community

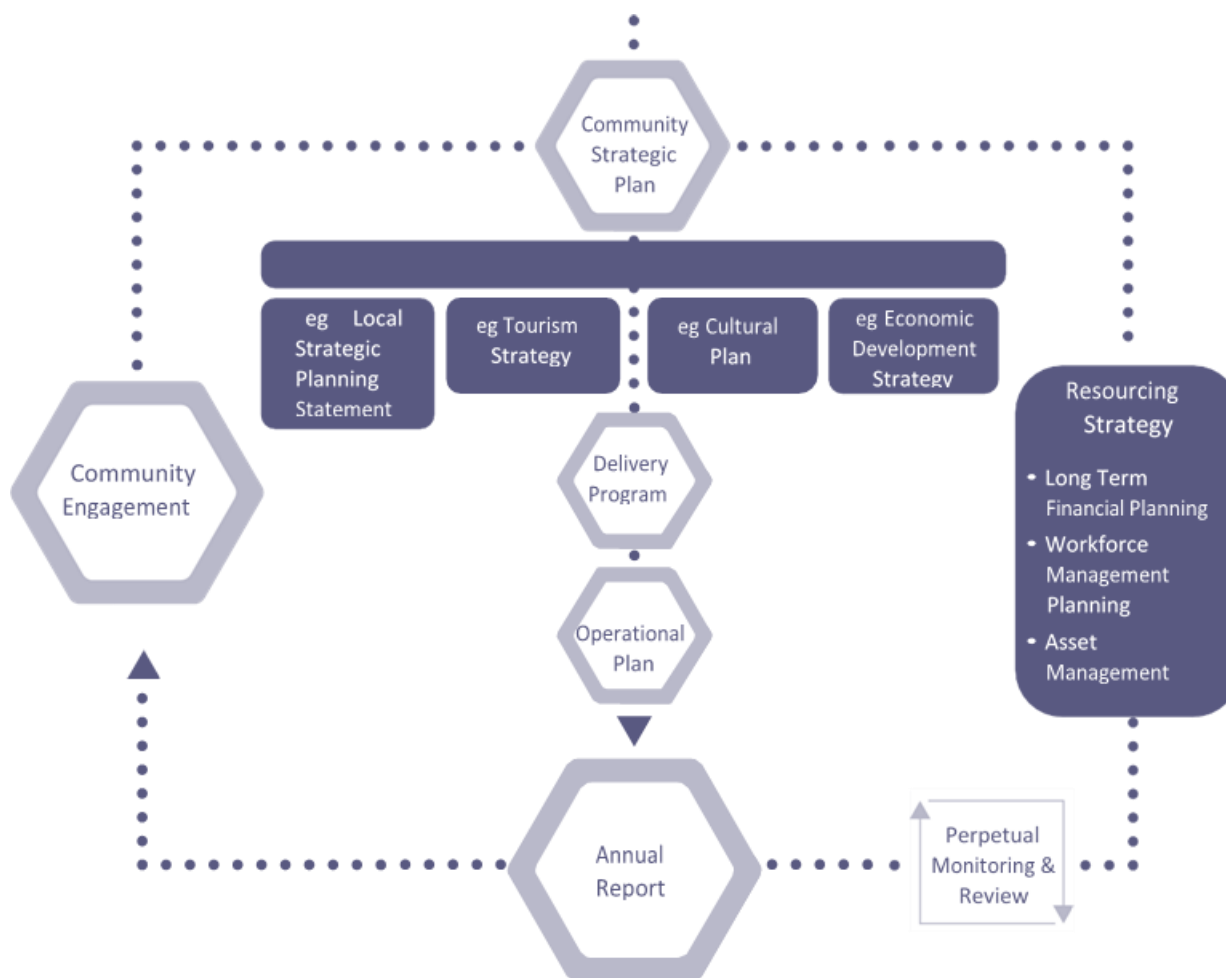
It is determined by the community and includes participation from various stakeholders and other agencies with responsibilities for the delivery of the agreed priorities.

There are three ways in which Council may be involved in the achievement of the Community priorities and these are outlined in the table below:

Community Concern	
Where Council does not have direct control or influence but could play an educative, advocacy or lobbying role on behalf of the local community. For example, Council does not have direct control or influence over the area's schools or telecommunications - but as they are important to the local community, Council is committed to advocating and lobbying for improving them.	
Council Influence	
Where Council has partial or shared responsibility for the outcome with the community and other groups, and is distinguished from the traditional sphere of local government. This is Council's role in the majority of strategies set out in our CSP. For example, in relation to economic development Council cannot control the outcome; increased economic activity is also dependent on businesses that operate in this area. Council can and does work with partners to support the economy in a number of ways.	
Council Control	
Relates to Council's areas of core service provision and other statutory responsibilities. This includes roads, rates and waste management, as well as a range of governance and planning activities.	
What guides Council's activities? Council's Delivery Program and Operational Plan are the guiding documents developed for an incoming Council and reflect Council's responsibilities to achieve the priorities for the community as outlined in the Community Strategic Plan. The Delivery Program is a four year plan which outlines actions to be carried out in each year of the Council term.	How does Council report on its progress? Council is required to prepare an Annual Report to the community against the progress of the Delivery Program and Operational Plan, in accordance with the Local Government Act. Council is also required to report against the progress of the Delivery Program and Operational Plan at least twice yearly and these reports as well as previous Annual Reports can be found on Council's website.

Corporate-Planning/Reporting

The diagram below shows the perpetual cycle that is referred to as the Integrated Planning and Reporting process or IP&R. Monitoring and review of the budget and the plans occurs early in the year and this was undertaken with the community in preparation for the new Delivery Program 2018-2022 and Operational Plan 2021-2022, which will now drive Council's priorities for the next 12 months until 30 June 2022.



The postponement of elections from September 2020 to firstly September 2021 and then to December 2021 has implications for the activities Councils undertakes. For example this will have the effect of shortening the next integrated planning and reporting (IP&R) cycle and Council term, to 2 years and 9 months.

This Annual Report includes information about Federation Council, including statutory and progress reports tabling the advancement for each section of the Delivery Program 2018-2022 and Operational Plan 2020-2021, as outlined within the key themes identified in the CSP (Built, Economic, Natural, Social and Well-Governed). This report identifies achievements for key projects and strategies that represent Councils commitments in relation to the Community Strategic Plan.

INTRODUCTION

Highlights of 2020/21

- Corowa Saleyards improvements to auctioneer walkways and additional 29 pens.
- \$9.2million State Government grant secured to upgrade the Corowa Saleyards, improving animal welfare, work health and safety, environmental outcomes and providing further job opportunities and assist to future-proof the site to maintain and ideally grow market share.
- Corowa Aquatic Centre opened in April 2021.
- Flood study completed for Northern towns/villages of Council area in response to major flooding in 2012 and significant advancement of Floodplain Risk Management Plan to define and agree on mitigation measures.
- Grant funding received for flood study of Corowa, Howlong and Mulwala.
- North of the Murray branding strategy complete.
- Strong investment enquiries which have seen an 88% increase from July 2020 to June 2021.
- New resident booklet launched.
- Drug Education program delivered at Oaklands Central School in November 2020.
- "I am Federation" Facebook page providing a platform to engage with young people.
- Funding secured for a second vehicle and trailer to deliver more flexible mobile pre-school services.
- Inaugural Federation Arts and Cultural Strategy 2021-2025 adopted in November 2020.
- Commissioned sculpture titled the "Last Train from Boree" awarded as a tribute to the late Tim Fischer in the Tim Fischer Community Park in Boree Creek.
- Funding of \$98,000 secured and project delivered to revamp of Memorial Plaza in Corowa.
- Mulwala Adventure Playground development delivered and opened at Purtle Park Mulwala.
- Updated Pedestrian Access and Mobility Plan (PAMP) adopted.
- "Shearing the Rams" tourism trail launched.
- Corowa Foreshore Structure Plan and Morris Park South Corowa Masterplan developed.
- \$1.9 million in State Government grant secured to compliment Council funding of \$700,000 towards a \$2.6 million dollar activation and environmental project to provide walkways and other upgrades to further activate the Murray River foreshore in Corowa as a result of Master planning work.
- Youth Fest held comprising of four events across Federation Council area.
- Rates Advisory Committee established to assist with the rates harmonisation process.
- Extensive lobbying and advocacy with NSW and Victorian Cross Border Commissioners and local members of Parliament on the impact of COVID-19, associated restrictions and opportunities to support the community in recovery.



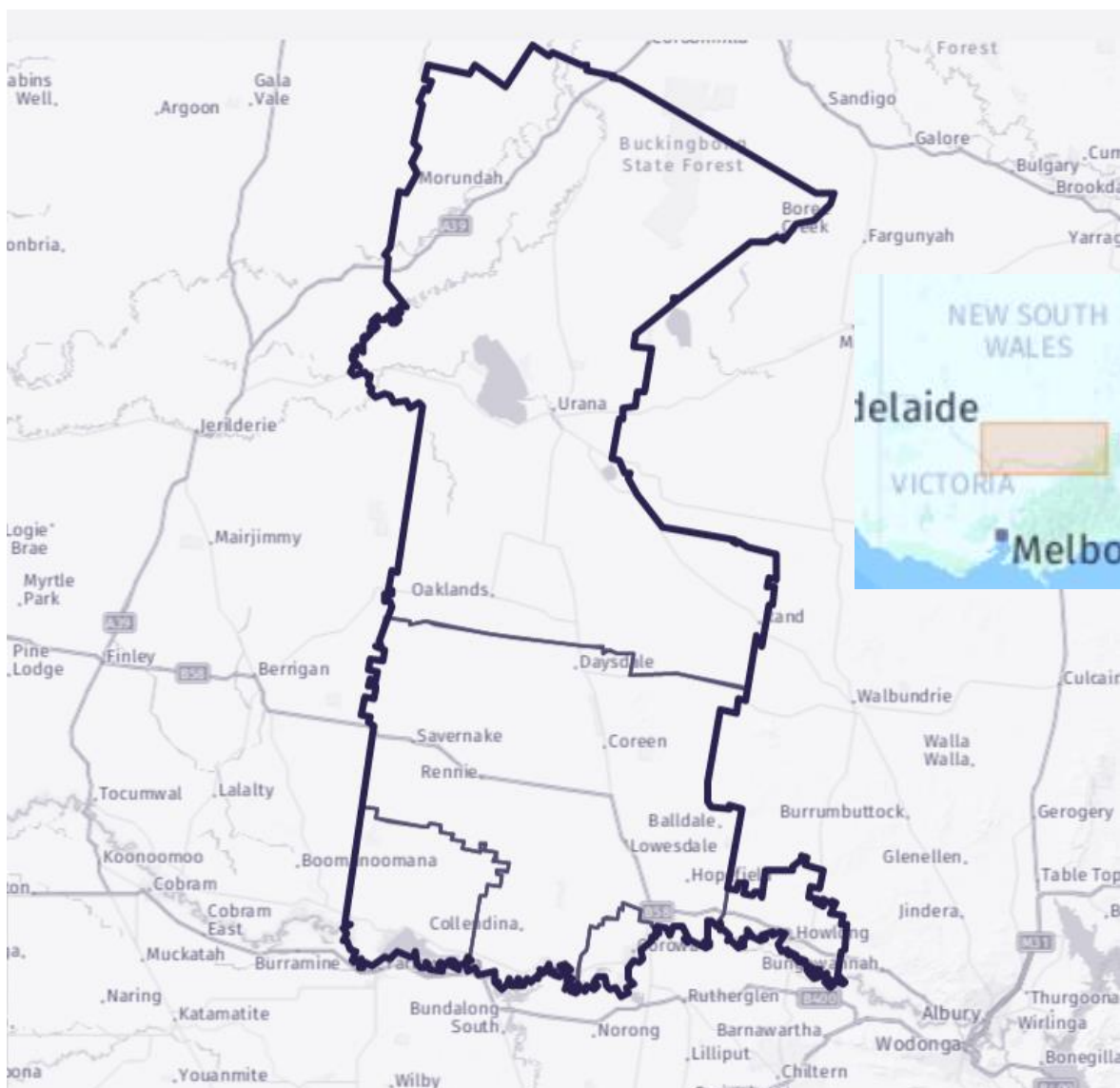
OVERVIEW

About Us

Federation Council is located in the Riverina region of New South Wales, Australia. This area was formed in 2016 from the merger of the Corowa Shire with its neighbouring Urana Shire.

The council comprises an area of 5,685 square km with a significant road and bridge and other asset network spread linking the many towns and villages. It covers the larger urban areas of Corowa, Howlong and Mulwala and the surrounding cropping and pastoral region to the north. It is bounded to the south by the Murray River and the state of Victoria.

In addition to the main urban centres of Corowa, Howlong, Mulwala and Urana, localities and other villages in the area includes Balldale, Boree Creek, Buraja, Coreen, Daysdale, Hopefield, Lowesdale, Morundah, Oaklands, Rand, Rennie and Savernake.



OVERVIEW

Quick Stats

Population 2020 12,598

Up by 1.31% from 2019

(Regional Growth in NSW was 0.83%)



Largest Industry By Employment
Agriculture Forestry and Fishing



Residential Building Approvals 74

Up by 27 from 2019-20



Tourism and hospitality sales 2019-20
were \$64.1m

Value Add was \$32.6m with the sector
contributing to 10.5% of the workforce.

OVERVIEW

Governance

Federation Council has nine elected Councillors including the Mayor, who is elected by Councillors every two years.

There are no wards or ridings in Federation Council so the nine Councillors are elected by the people to represent the interests of all ratepayers and residents, to provide leadership and guidance to the community, and to encourage communication between Council and the community.

The Mayor and Councillors who held office since 9 September 2017 are:

Cr. Patrick Bourke	Cr. Shaun Whitechurch	Cr. Paul Miegel
Cr. David Longley	Cr. Bronwyn Thomas	Cr. Fred Longmire
Cr. Gail Law	Cr. Norman W Wales APM	Cr. Andrew Kennedy

Council elections are held every four years and would normally have been held in September 2020. The NSW Government has announced a new date for the Local Government Elections to occur due to Covid-19 and this has now been set for Saturday, 4 December 2021.

The postponement of the 2020 Local Government elections, will not affect the schedule of subsequent council elections. After December 2021 elections, the next Local Government election will take place in September 2024.

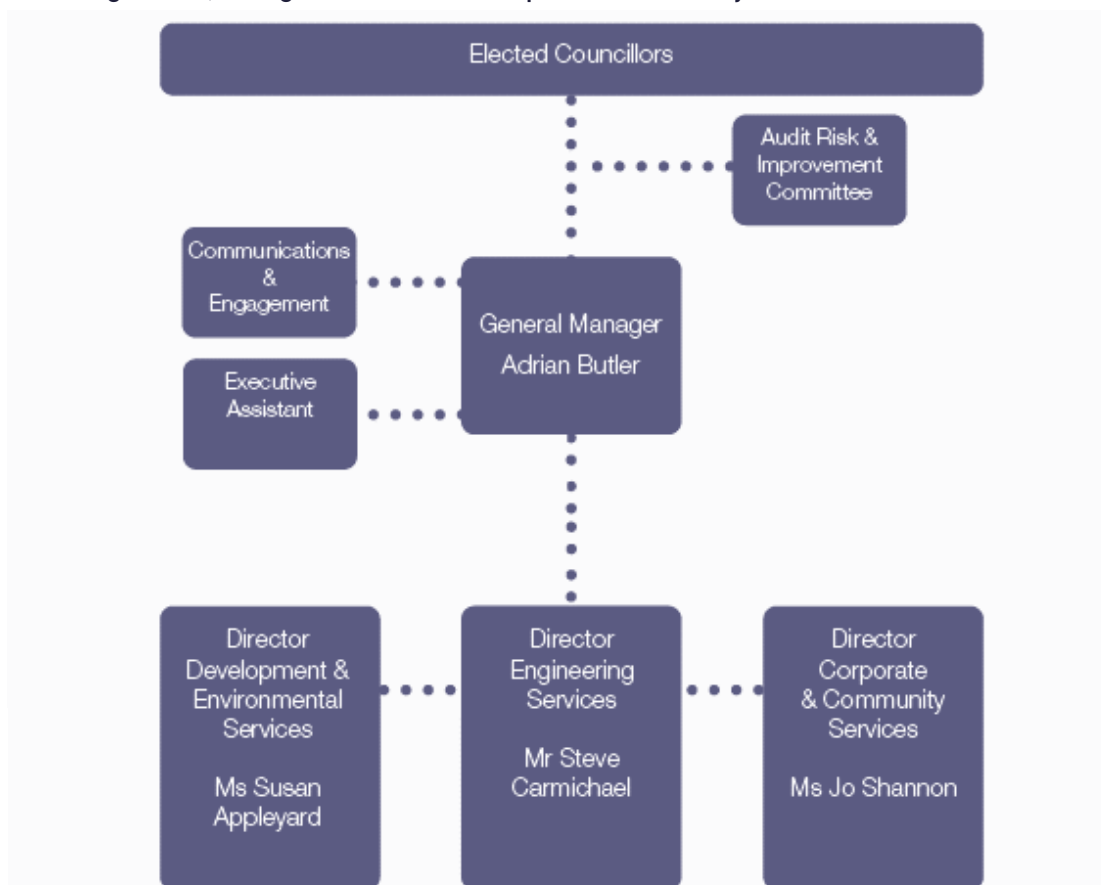
Council meetings are held on the third Tuesday of every month and are live streamed on the internet on YouTube.



OVERVIEW

Organisational Structure

Federation Council comprises of four departments, led by our executive management team, being the General Manager unit, along with the three departments led by each Director.



Pictured:

Mr Steve Carmichael Director Engineering Services, Ms Susan Appleyard Director Development and Environmental Services, Mr Adrian Butler General Manager and Ms Jo Shannon Director Corporate and Community Services.

PROGRESS AND PERFORMANCE

End of Term Report

Summary

The purpose of this report is to provide Council with an update on its End of Term Report 2017–2021, as required by Section 406 Guidelines and Essential Element 1.10 of the Local Government Act 1993. This legislation requires that a report for the period of the Council's term be tabled at the last meeting of the Council term. Council elections have been called for 4 December 2021 and as per the direction of the Office of Local Government, Council is required to fulfil this requirement and provide an End of Term Report as part of its Integrated Planning and Reporting Legislative Framework.

Background

Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan – 'Our Community – Our Opportunity' during its term.

The aim of this report is to provide the community with a status of how Council is progressing toward achieving its Community Strategic Plan – Our Community – Our Opportunity. Federation Council adopted its Community Strategic Plan – Our Community – Our Opportunity in 2018. The plan is a ten year long term plan that identifies where the Federation Council community want to be in the future. It outlines the community's priorities and aspirations and how these will be achieved.

This plan assists in shaping the future of the Federation Council Local Government Area (LGA). It provides the direction for the provision of key projects and services which enable Council to meet the needs of the community and deliver good quality services and facilities.

It integrates asset, service and financial plans so that Council's resource capabilities are best matched to the community's needs and shows how Council is working towards achieving a better quality of life for all who live, work and visit in the Federation Council area. This is a dynamic strategy that is evaluated consistently and also comprehensively reviewed at the end of Council's term.

This report will focus on the period 1 July 2018 to 30 June 2021. The End of Term Report has been structured to demonstrate what Council has done towards achieving strategic goals, underpinned by the following five key pillars as set by the community:

1. Built Federation: Maintained and improved infrastructure that meets the needs of residents and industry.
2. Economic Federation: Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.
3. Natural Federation: Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces.
4. Social Federation: Close-knit and welcoming communities where people come together and support each other.
5. Well-Governed Federation: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Legislation intends that the End of Term Report is to be a guide for the incoming Councillors, to view what has been achieved and what is still to be done towards achieving the community's goals under the IP&R framework. The report is also required to be attached as an appendix to the Annual Report 2020-21, as per Section 428 of the Local Government Act 1993.

A full report will be provided to the new incoming Council in December 2021, and will be made publicly available to the community via the corporate website.

End of Term Achievement Highlights

In the early stages of the Council term in 2017, a significant focus of the newly elected Federation Council was to restructure the senior management level with a strong focus on financial management, both operationally with robust procedures, internal controls and internal capability building, and strategically with its long term financial sustainability. During this time, Council embarked on a holistic long term financial management project using funds from the New Council Implementation Fund. The first Long Term Financial Plan (LTFP) under a new service planning approach was adopted by Council and the Long Term Financial Plan has then been further improved for 2021/22 as Council finalised significant major community building projects, financially supported by the NSW State Government Merger funds.

Over the last four years, Council has managed an overall operating budget of \$163.7million and delivered \$99.7million in its annual capital works programs.

Overall achievements throughout the four year Council term, as underpinned by the Community Strategic Plan 'Our Community – Our Opportunity' include:

Built Federation:

- Bangerang Park Corowa new playground constructed.
- Demolition of existing toilet and construction of new toilet at Bangerang Park.
- Corowa Skatepark extension.
- Lowe Square Howlong - demolition of existing building and construction of new tennis pavilion.
- Delivery of the Howlong Community Hall and Gymnasium.
- Delivery of a new multiuse facility at the Urana Aquatic Centre.
- Corowa Aquatic Centre - demolition of existing facility and delivery of a new 50m outdoor pool and 25m indoor pool and splash park.
- Ball Park Corowa - construction of new cricket club pavilion.
- Oaklands Recreation Ground - construction of new football change rooms.
- Construction of Oaklands Medical Centre.
- Construction of Oaklands RV Park.
- Construction of the Hume St Cycle pathway in Corowa.
- Demolition of existing toilet and construction of new toilet at Purtle Park Mulwala.
- Delivery of a new state of the art adventure playground at Purtle Park Mulwala
- Completion of the Mulwala industrial Estate.
- Completion of the Howlong Industrial Estate.
- Corowa Saleyards improvements to auctioneer walkways and additional 29 pens.
- Delivery of the revamped Memorial Plaza in Corowa.
- Aerodrome Management Services provided.
- Development Contributions Plan implemented.
- Effective management of Councils Landfill Operation Services.
- Construction of new Corowa Water Victoria Street Pump Station.
- Upgrade of new Radio Telemetry at the Corowa, Mulwala, Urana and Oaklands Sewerage Pump Stations.
- Digital Water meters installed.
- Restoration of 2.3km of walking track and construction of 400 metres of fencing at Kyffins Reserve Mulwala.
- Urana Netball Court renewal.
- Council wide roads and drainage project of \$3.8M delivered.
- Corowa Aerodrome pavement defects rectification.
- Howlong Skate Park project delivered.
- New playground and fencing installed at the RSL Park in Corowa.

Economic Federation:

- North of the Murray branding strategy complete.
- Inaugural Federation Arts and Cultural Strategy 2021–2025 adopted in November 2020.
- Commissioned sculpture titled the Last Train from Boree Creek unveiled as a tribute to the late Tim Fischer in Boree Creek.
- Shearing of the Rams trail launched.
- Corowa Foreshore Structure Plan and Morris Park South Corowa Masterplan developed.
- \$2.6million State Government grant obtained to provide walkways and other upgrades to further activate the Murray River foreshore in Corowa.
- New Economic Development Strategy adopted.
- Training opportunities facilitated to support industry development.
- Initiatives conducted to support higher rates of population and employment growth, especially in youth and young family segments.
- Relationships built with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.

Natural Federation:

- Flood study completed for Northern towns/villages of Council area in response to major flooding in 2012 and significant progress of resultant Floodplain Risk Management Plan to define mitigation works.
- Grant funding received for flood study of Howlong, Corowa and Mulwala.
- Corowa Bangerang Park upgraded.
- Urana Victoria Park Redevelopment implemented.
- Work undertaken with Landcare and Local Land Services for weed management and bush regeneration.
- Road side vegetation management, verge slashing and reserve mowing implemented.
- Upgrade to irrigation systems across the Federation LGA which resulted in business and water efficiencies.

Social Federation:

- Contribution of senior residents celebrated through the delivery of Seniors Week initiatives.
- Networking meetings facilitated with key health stakeholders and practitioners to identify any gaps in health care provision.
- Federation Youth Council facilitated to ensure young people are well represented.
- Youth Council supported to deliver youth led initiatives during Youth Week.
- Work undertaken in partnership with local schools to provide opportunities for students to participate in activities delivered by council.
- Ageing Well Resource launched.
- Family and Children's Services Directory updated and distributed.
- Mobile preschool service delivered in five LGA locations.

- Community events and initiatives supported through the Community Grants program.
- Program of Arts & Culture initiatives developed that provides an opportunity for all sectors of the community to participate.
- Continued implementation of Sister City Exchange Program.
- Ageing Well Strategy adopted.
- Libraries services provided in Corowa, Howlong and Mulwala providing vibrant community spaces and opportunities for all members of the community.
- Mobile libraries services provided in Boree Creek, Oaklands, Rand and Urana.
- Free access provided to public computers and Wi-Fi through Federation Council libraries.

Well Governed Federation:

- Extensive discussions with NSW and Victorian Cross Border Commissioner on the impact of COVID-19, associated restrictions and opportunities to support the community in recovery.
- Rates Advisory Committee established to gain community input into future rating strategies, resulting in harmonised rates from 1 July 2021.
- Council's internal audit program implemented.
- Policy framework implemented.
- Key objectives and strategies linked to service reviews and business plans.
- Corporate Communications Strategy implemented.

Community Satisfaction

In August 2020 Council undertook a new independent quantitative Community Satisfaction Survey project. The research objective was to determine the community's satisfaction, as well as the importance of Council's performance across service areas and facilities to provide Council with guidance on the future needs of the community. Previous to this, a Community Satisfaction Survey was delivered in 2016, and it was pleasing to see an overall increase in growth of satisfaction in areas identified for improvement in previous consultation.

It is also important to note that Federation Council outperformed other NSW regional councils in customer satisfaction with Council's staff. The best performing areas were sewerage and water services, waste management and maintaining the appearance of public areas. Residents would like to see Council prioritise roads, economic development and tourism.

Community Satisfaction Survey highlights include, but are not limited to:

- More than half (52%) of Federation Council residents are satisfied overall (rating of 4 or 5) with how Federation Council has performed over the past 12 months.
- Thirty-four percent (34%) provided a neutral rating of 3. These residents present a strong opportunity to be converted into advocates of Council.
- 39 of 41 Council services and facilities achieved medium of high satisfaction ratings.

- Federation Council is succeeding in providing and maintaining high quality community facilities.
- Federation Council is outperforming other NSW Regional Councils in customer satisfaction with Council's Staff.
- Nine in ten residents (91%) believe Federation Council is a good place to live.
- The key drivers of these high perceptions of liveability are safety, affordability and pride in the area.
- There is a strong, positive correlation between perceptions of liveability and overall satisfaction with Council. Residents that enjoy living in the area have high perceptions of the performance of Federation Council and vice versa.

To further improve community satisfaction with Council, the key findings included, but are not limited to:

- Council's performance in the delivery of Governance services is encouraging, with all seven services recording medium average satisfaction ratings and performing in line with results from 2016. This is a strong result given the challenges posed by amalgamation. However, these services are performing below-average compared to Council's wider service provision. Residents that provided a low overall satisfaction rating (1-2) are least satisfied with these services.
- To increase residents' overall satisfaction, Federation Council should focus on further improving the perceptions of governance services including: Council leadership and advocacy, Decisions made in the interest of the community, providing value for money for rates, and being a well-run and managed.
- This extends to services within the Economy service area including planning and development and promotion of economic development and job growth.
- This can be achieved through continual and effective communication, engagement and consultation with residents surrounding Council decision making, planning and financial management.

Where to next for Federation Council?

Early foundation work, along with the restructuring and subsequent recruitment within the Federation Council organisation has been a key factor in Council now having a solid base to work forward on and transition into phase two of our organisational journey.

Since the formation of Federation Council in 2016, Council has worked extensively to deliver a range of new community infrastructure projects, as well as complete a monumental number of internal system upgrades and projects to provide a strong foundation for Council and the community moving forward.

Council as a result of the \$10 million dollar Stronger Communities Fund (merger funds) as well as many other grants since then including from the Stronger Country Communities Grant Program, COVID-19 Stimulus, Drought Funding and other grants, has invested in many new and upgraded community assets right across the Council region. This work has undoubtedly enhanced the areas reputation for livability greatly. Council has also undertaken significant investment into its roads and related infrastructure network, however there remains a significant challenge in managing these assets with current revenue levels.

Council as a business has experienced rapid changes and growth since its creation, with both former Councils having historically low rate bases and disproportionate asset bases to population levels.

These challenges include a road network of 2,322 km of roads broken into 964 km of sealed roads and 1,358 km of gravel roads. Due to having 14 towns and villages, Council has a large amount of relatively low usage but high priority to the community, facilities, such as halls, courts and ovals. These are spread across the towns and villages of Corowa, Howlong, Mulwala, Urana, Balldale, Boree Creek, Buraja-Lowesdale, Coreen, Daysdale, Morundah, Oaklands, Rand, Rennie and Savernake. Council also has varying service levels across each of these facilities. Council and the community are aware that there are significant infrastructure challenges ahead that will almost undoubtedly require significant special rate increases.

The new Council is recommended to continually work on initiatives and strategies focused on improving the long-term sustainability of the Council. Key to this is the delivery of the recommendations and action plans developed through the merger-funded Asset Management and Long Term Financial Planning Services Model – completed in the 2019/20 financial year. The objective of this project was to integrate Council's asset management planning and whole-of-life costings into service costings to enable more robust long term financial planning to be undertaken.

While the merger funding has delivered some excellent facilities for our community, Council needs to ensure it can afford to maintain and operate them and strategically identify and plan for revenue sources to support its growing asset list. Over the next 12 months Council is recommended to engage with the community to discuss an array of options on how Council increases its revenue to meet community expectations in relation to service delivery and asset renewal, and asset maintenance.

Council's main focus in the short to medium term also is recommended to focus on critical infrastructure planning for the required water and sewer upgrades along with a sustained improvement to Council's asset management approach, especially in the roads and related infrastructure area, buildings and facilities and waste management areas.

Council is set to deliver \$16million in Capital Projects, \$6.5million in Road Works and \$5.8million on Sewerage and Water Network Works for the 2021-22 financial year.

Future project highlights include:

- \$10.6million Corowa Saleyards upgrade;
- \$3.3million Corowa to Mulwala Cycleway;
- \$2.7million Cullivel Road Urana upgrade;

- Progress sales of industrial land in Howlong and Mulwala;
- Implement North of the Murray branding;
- \$2.6million Corowa foreshore upgrade;
- Review Community Strategic Plan and develop new Delivery Program;
- Continuously develop financial sustainability initiatives; and
- Develop the Federation Council Local Environmental Plan.

Conclusion

Since the election of the current Federation Council in 2017, Council has worked extensively to provide a strong foundation for the next incoming Council and the community moving forward. The success of this work completed during this period is a credit to the Councillors, staff and the community for the way in which they have collaboratively worked together to improve the livability of the Federation Local Government Area. This report will support the new Council and provide guidance and clarity on the future needs of the community.

PROGRESS AND PERFORMANCE

Performance Snapshot and Summary

This Annual Report is an important element in a cycle of planning and reporting that Council undertakes in accordance with the provisions of the Local Government Act. The Annual Report is a key point of accountability between Council and its community. This report provides an update on our progress in implementing Council's 2018-2022 Delivery Program through the actions and activities of our 2020-21 Operational Plan. It also includes information prescribed in the Local Government Regulations that councils must report on annually, as well as our financial reports.

Federation Council's Delivery Program and Operational Plan are its commitment to the community about what Council will deliver in order to progress the objectives of our Community Strategic Plan – Our Community, Our Opportunity.

The Community Strategic Plan includes five theme areas that identify 42 community priorities. Council's Delivery Program and Operational Plan, and this Annual Report, are also prepared using these themes and goals as their basis.

Council has completed 199 of the 232 actions in the Delivery Program with 28 ongoing or progressing, 8 not progressing and 3 not due to commence.

Performance Summary



Completed



Not
Progressing



Ongoing /
Progressing



Not due to
commence

Built Federation	26	2	13	1
Economic Federation	35	1	4	1
Natural Federation	16	3	1	0
Social Federation	61	1	5	1
Well-Governed Federation	39	1	21	0
	177	8	44	3






The progress against the themes and goals are outlined in this section.

PROGRESS AND PERFORMANCE

Built Federation

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

1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.

Action Code	Action Name	Status
1.1.1	Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	
1.1.2	Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, Urban Sealed Roads, footpaths and bridges.	
1.1.3	Scope effective location based text messaging services for works program and update website.	
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.	
1.1.5	Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	


1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.


Action Code	Action Name	Status
1.2.1	Implement Capital Works Program to address priority facility needs.	
1.2.2	Finalise new Corowa Swimming Pool complex.	
1.2.3	Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	
1.2.4	Finalise construction of Corowa Skate Park.	
1.2.5	Ensure Swimming Pool Management Services are delivered.	

1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.



Action Code	Action Name	Status
1.3.1	Implement Capital Works Program for sewerage and water services.	
1.3.2	Develop a Stormwater Drainage Strategy for urban areas.	
1.3.3	Implement a Water & Sewerage maintenance program.	
1.3.4	Implement Urana and surrounding villages Floodplain Management Plan.	
1.3.5	Implement, conduct, monitor and review asset inspections - water and sewer.	
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.	
1.3.7	Develop Water and Sewer Systems Capacity Review (Corowa, Howlong and Mulwala).	
1.3.8	Conduct compliance/ process upgrades of water and sewer infrastructure.	
1.3.9	Develop Stormwater / Drainage Systems Capacity Review.	
1.3.10	Develop and implement flood protection strategy.	
1.3.11	Finalise Integrated Water Cycle Management Plan.	

1.4 Work towards utilities that meet the needs of residents and industry.





Action Code	Action Name	Status
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) Maximize 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.	

Action Code	Action Name	Status
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.	

1.5 Work toward telecommunications that meet the needs of residents and industry.




Action Code	Action Name	Status
1.5.1	Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.	
1.5.2	Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	

1.6 Work toward public transport that meets the needs of residents and industry.

Action Code	Action Name	Status
1.6.1	Advocate and work to support improved access to community transport throughout the Council area.	
1.6.2	Finalise Corowa to Mulwala Cycleway project.	
1.6.3	Implement Aerodrome Management Services.	
1.6.4	Develop a funding strategy and long term planning to include strategies to address improvements to heavy vehicle transport needs of residents and industry.	

1.7 Consistent and appropriate land use planning outcomes.


Action Code	Action Name	Status
1.7.1	Provide Building Control and Planning Services.	
1.7.2	Provide Environmental Health Services.	
1.7.3	Provide Development Assessment Services.	
1.7.4	Provide Strategic Land Use Planning Services.	

Action Code	Action Name	Status
1.7.5	Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans.	
1.7.6	Make planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	
1.7.7	Implement Development Contributions Plan.	

1.8 Improve waste management services.

Action Code	Action Name	Status
1.8.1	Finalise and implement Council wide Waste Management strategy and ensure alignment of service levels to residents and industry needs.	
1.8.2	Identify and implement opportunities to discourage dumping.	
1.8.3	Investigate and implement opportunities to increase recycling.	
1.8.4	Implement Waste Collection and Recycling Services.	
1.8.5	Effective management of Councils Landfill Operation Services.	
1.8.6	Participate in Waste Education programs in conjunction with local providers.	

ROADS TO RECOVERY PROGRAM



Savernake Road widening and sealing 4km - \$280,000 budget.

The Roads to Recovery Program provides funding to local Councils and States/Territories. Local Councils choose road projects on which to spend their Roads to Recovery funding based on their own local priorities.

Under the program direct funding to local Councils is distributed according to a formula based on population and road length set by the Local Government Grants Commissions in each state and the Northern Territory.

Each Council's Road to Recovery allocation is fixed for the life of the Program.

Savernake Road widening and sealing works were a continuation of 1.7km of widening and sealing works conducted in 2019/20 from the Riverina Highway south towards Mulwala.

Works began in early December 2020 and were completed in late January 2021.

These works have improved traffic safety significantly with the seal width increasing from an average of 4.8 metres wide, to a formation of 9 metres wide with a 7 metres wide seal and 1 metre shoulders each side.

Savernake Road is a main connector road from Mulwala to Oaklands, servicing many farming operations for the transport of commodities for semi-trailers, B doubles and now road trains.



Before



After

PROGRESS AND PERFORMANCE

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.




2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.

Action Code	Action Name	Status
2.1.1	Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.	
2.1.2	Ensure strategy and long term planning includes development of projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	
2.1.3	Ensure strategy and long term planning considers the development of new residential land to achieve higher rates of population and employment growth, especially in youth and young family segments.	


2.2 Support workforce development.

Action Code	Action Name	Status
2.2.1	Facilitate training opportunities to support industry development.	



2.3 Encourage affordability.

Action Code	Action Name	Status
2.3.1	Ensure strategy and long term planning considers the development of new affordable residential land.	

2.4 Support inward investment.










Action Code	Action Name	Status
2.4.1	Develop and market an investment prospectus for the entire Council area.	
2.4.2	Lobby other levels of government for increased investment across the entire Council area.	

2.5 Support entrepreneurship and industrial diversification.

Action Code	Action Name	Status
2.5.1	Develop and implement a streamlined approval process for new and expanded business applications.	
2.5.2	Continue building and engaging with networks by industry sector.	

Action Code	Action Name	Status
2.5.3	Develop a renewable energy strategy.	
2.5.4	Ensure strategy and long term planning considers development of industrial land projects.	
2.5.5	Ensure an effective sales strategy is implemented for Council's Business Park land across the area, including Corowa, Howlong and Mulwala.	










2.6 Support a collaborative regional approach to economic development


Action Code	Action Name	Status
2.6.1	Facilitate local business support services.	
2.6.2	Continue to convene industry meetings and attract supporting business and infrastructure.	
2.6.3	Support operation of business chambers.	
2.6.4	Support and encourage innovative industry trials and projects.	
2.6.5	Provide support for incoming business/ investment enquiries.	
2.6.6	Investigate support for and attraction of microbusinesses to the area.	
2.6.7	Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	
2.6.8	Consider opportunities to work collaboratively with neighboring Councils, tourism and business associations.	
2.6.9	Progress opportunities from the Regional Economic Development Strategy.	
2.6.10	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	
2.6.11	Participate in relevant joint organisations.	

2.7 Support the agricultural industry.



Action Code	Action Name	Status
2.7.1	Actively participate in agribusiness forums.	
2.7.2	Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	
2.7.3	Provide effective and efficient Saleyard Management and Maintenance Services.	
2.7.4	Deliver Stage 1 of the Masterplan for the Corowa Saleyards, subject to available funding.	

2.8 Increase tourism.

Action Code	Action Name	Status
2.8.1	Maintain a destination website that promotes the products and experiences available in the region.	
2.8.2	Deliver quality information services that meets the needs of visitors.	
2.8.3	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.	
2.8.4	Continue to implement a marketing plan to promote the Federation Region as a holiday destination choice.	
2.8.5	Participate in opportunities for regional collaboration that drives visitation to the Riverina / Murray Region.	
2.8.6	Identify opportunities for product development that will drive visitation to the Federation region.	
2.8.7	Advocate for investment in key tourism products, as per the Murray and Riverina Region Destination Management Plan.	
2.8.8	Actively seek opportunities for external funding to support the development of key tourism product.	
2.8.9	Implement the new North of the Murray Branding Strategy.	

Action Code	Action Name	Status
2.8.10	Attract events to the region through the Event Sponsorship program.	

2.9 Enhance retail.

Action Code	Action Name	Status
2.9.1	Undertake streetscape improvements to make towns and villages more attractive for visitors.	
2.9.2	Support industry to address lost retail expenditure from the local area to nearby centres.	

2.10 Support business development.

Action Code	Action Name	Status
2.10.1	Advocate for business development grants program.	
2.10.2	Collaborate with local and regional business chambers and other business development organisations to achieve shared outcomes.	



PROGRESS AND PERFORMANCE

Natural Federation









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



3.1 Provide quality recreational spaces.




Action Code	Action Name	Status
3.1.1	Implement Parks and Reserves Maintenance program (including Building Management, Caravan Parks, Parks & Presentation, and Cemeteries).	
3.1.2	Finalise Mulwala Purtle Park All Abilities Playground.	
3.1.3	Implement targeted weed management program across the LGA.	
3.1.4	Continue to implement new Biosecurity Act changes.	
3.1.5	Work with Landcare and Local Land Services for weed management and bush regeneration.	
3.1.6	Implement Building Management program.	

3.2 Ensure attractive and vibrant public spaces.


Action Code	Action Name	Status
3.2.1	Update masterplans for Lonsdale Reserve, Mulwala and Lowe Square, Howlong and seek funding for implementation.	
3.2.2	Implement Street Cleaning Services.	
3.2.3	Implement road side vegetation management, verge slashing and reserve mowing.	
3.2.4	Implement and monitor local litter laws.	
3.2.5	Develop a Tree Management Strategy to respond to a changing climate.	
3.2.6	Provide environmental health, biosecurity, animal management and compliance services.	
3.2.7	Ensure Long Term planning includes strategies to maintain attractive and vibrant public spaces that consider community place-making initiatives.	
3.2.8	Provide Tree Management Services.	

Action Code	Action Name	Status
3.2.9	Development of a Tree Register.	

3.3 Conserve and utilise waterways, and develop their frontages.

Action Code	Action Name	Status
3.3.1	Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	
3.3.2	Assist Office of Water to maintain and repair river banks under Council control.	
3.3.3	Update plans, develop a funding strategy and implement Mulwala Foreshore Masterplan, Howlong foreshore upgrades and Corowa foreshore upgrades.	

3.4 Conserve and utilise public lands.

Action Code	Action Name	Status
3.4.1	Support initiatives to manage flora and fauna conservation.	

3.5 Support responsible land management practices.







Action Code	Action Name	Status
3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders.	

PROGRESS AND PERFORMANCE





Social Federation



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

4.1 Encourage an age-friendly environment.



Action Code	Action Name	Status
4.1.1	Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	
4.1.2	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	
4.1.3	Continue to engage with older residents when considering the long term planning of our social needs.	
4.1.4	Implement the actions within the Ageing Well Strategy.	
4.1.5	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	
4.1.6	Finalise purchase of Billabidgee Aged Care Units.	

4.2 Improve healthcare.




Action Code	Action Name	Status
4.2.1	Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	
4.2.2	Advocate for health services that meet the needs of the community.	
4.2.3	Identify possible locations to supply health services - identify sites and cost estimates.	
4.2.4	Support Interagency meetings.	

Action Code	Action Name	Status
4.2.5	Work with Community Transport Services to improve access to health care.	
4.2.6	Facilitate opportunities to attract and retain General Practitioners to rural towns.	




4.3 Support young people.

Action Code	Action Name	Status
4.3.1	Facilitate the Federation Youth Council to ensure young people are well represented.	
4.3.2	Support the Youth Council to deliver a youth led initiative during Youth Week.	
4.3.3	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	

4.4 Support access to quality education.

Action Code	Action Name	Status
4.4.1	Implement Community Arts Projects in schools.	
4.4.2	Advocate and support the sustainability of our schools.	
4.4.3	Work in partnership with local schools to provide opportunities for students to participate in activities delivered by Council.	





4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs.

Action Code	Action Name	Status
4.5.1	Support the Community Drug Action Team.	
4.5.2	Support agencies to provide Drug and Alcohol information and education.	
4.5.3	Consider opportunities to partner with health providers to educate the community and build awareness of available services.	











4.6 Provide sport and recreational opportunities.

Action Code	Action Name	Status
4.6.1	Provide Community Facilities Services.	
4.6.2	Finalise the Community Facilities Strategy.	
4.6.3	Circulate relevant information to sporting clubs to ensure they remain informed and updated.	
4.6.4	Support sporting clubs to access external funding by facilitating grant writing workshops.	




4.7 Support childcare and family services.

Action Code	Action Name	Status
4.7.1	Support the communication and distribution of the Family and Children's Services Directory.	
4.7.2	Engage with relevant stakeholders to assess need for more preschool services and support a proposal for investment where appropriate.	
4.7.3	Deliver the mobile preschool service in five LGA locations.	
4.7.4	Undertake playground upgrades included in the Capital Works Program.	

4.8 Encourage community pride and spirit.

Action Code	Action Name	Status
4.8.1	Support community events and initiatives through the delivery of the Community Grant program.	
4.8.2	Continue to deliver Council run events where possible.	
4.8.3	Establish strong community partnerships that builds capacity and delivers positive outcomes for the community.	
4.8.4	Update the new residents pack, circulate and make available online.	
4.8.5	Continue to promote and encourage use of the free online community directory.	
4.8.6	Recognise Volunteers in the Federation Council area during Volunteers Week.	
4.8.7	Facilitate volunteer coordination and support.	
4.8.8	Attract and facilitate new events to the area.	
4.8.9	Finalise Ball Park Foreshore Removable Cafe Project.	
4.8.10	Deliver Cemetery Management Services.	


4.9 Ensure community safety.




Action Code	Action Name	Status
4.9.1	Work with key stakeholders to facilitate forums that focus on community safety.	
4.9.2	Implement the Road Safety Program.	
4.9.3	Manage the Service NSW Agency in accordance with business plan and all guidelines.	

4.10 Celebrate the areas rich culture and heritage.

Action Code	Action Name	Status
4.10.1	Continue to facilitate an "arts alliance" network through meetings and partnerships.	
4.10.2	Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	
4.10.3	Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	
4.10.4	Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	
4.10.5	Support local artists and galleries to foster a creative community.	
4.10.6	Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	
4.10.7	Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	
4.10.8	Continue to progress Councils Friendship Agreement with Miki City.	
4.10.9	Ensure long term planning strategies include further development of the Federation Museum.	
4.10.10	Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	
4.10.11	Support historical groups to actively collect and record the stories and experiences of our LGA.	
4.10.12	Investigate any interest from Melbourne based councils with a view of forming a sister city relationship.	

4.11 Work to address disadvantage in all its forms.

Action Code	Action Name	Status
4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	

Action Code	Action Name	Status
4.11.2	Facilitate and support the Disability Access Committee.	
4.11.3	Ensure Community Action Plans are represented in long term planning for rural communities.	
4.11.4	Identify Community Access needs and ensure these are included in the long term planning for community access projects.	

4.12 Provide library services and programs accessible to all residents and visitors.



Action Code	Action Name	Status
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.	
4.12.2	Through its membership with Riverina Regional Library, deliver a mobile library service that ensures library services are accessible to smaller communities.	
4.12.3	Deliver school holiday programs across the Council area.	
4.12.4	Provide opportunities for residents to participate in lifelong learning.	
4.12.5	Provide a free delivery service to housebound library patrons.	
4.12.6	Deliver children's programs that lay the foundation for a lifelong love of books.	
4.12.7	Provide free access to public computers and Wi-Fi through Federation Council libraries.	
4.12.8	Encourage library membership by promoting the range of services available.	
4.12.9	Facilitate some interactive programs for young people.	
4.12.10	Facilitate the provision of online cemetery records.	

PROGRESS AND PERFORMANCE

Well Governed Federation

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

5.1 Ensure rates and fees are in line with community needs.






Action Code	Action Name	Status
5.1.1	Finalise rate harmonisation project, and implement recommendations to be effective 1 July 2021.	
5.1.2	Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	

5.2 Work toward the equitable servicing of all areas.

Action Code	Action Name	Status
5.2.1	Work with regional and state organisations to ensure consideration of cross Council and border issues.	
5.2.2	Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	
5.2.3	Continue to actively seek grant funding for a range of projects across the Council area.	
5.2.4	Deliver major projects as funded by the Stronger Communities Program.	
5.2.5	Deliver projects as funded by the Stronger Country Communities Program.	
5.2.6	Deliver projects funded by the Regional Growth Fund.	
5.2.7	Report on ongoing service provision and expenditure by area.	

5.3 Ensure good governance and administration.






Action Code	Action Name	Status
5.3.1	Implement Long Term Financial Plan.	
5.3.2	Review and re-develop Long Term Financial Plan, and Delivery Program and Operational Plan budgets, and ensure consistency with Operational Plan Actions.	
5.3.3	Demonstrate appropriate, effective and efficient financial services.	
5.3.4	Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	
5.3.5	Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	
5.3.6	Provide Councillor Support Services.	
5.3.7	Council meeting agendas and minutes distributed and available in accordance with Council's Code of Meeting Practice.	
5.3.8	Policy framework implemented.	
5.3.9	Ensure a proactive approach to the release of information where possible.	
5.3.10	Implement Council's internal audit program.	
5.3.11	Review and implement Council's Privacy Management Plan.	
5.3.12	Manage Council's insurance claims in a cost effective manner and in accordance with Customer Service Charter.	
5.3.13	Complete review of delegations in line with organisational changes and ensure delegations process is integrated with existing recruitment and training policies and guidelines.	
5.3.14	Implement framework for supporting compliance with all council committees.	
5.3.15	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.	

Action Code	Action Name	Status
5.3.16	Provide Council Records Services.	
5.3.17	Implement long-term strategy for creating, registering and disposing of hardcopy and electronic records.	
5.3.18	Ensure appropriate records are created and registered in Content Manager by providing induction and yearly training of all relevant staff.	
5.3.19	Continue implementation of Record Management Review and IT Services Review actions.	
5.3.20	Consult with key stakeholders to ensure compliance with Crown Lands Act.	









5.4 Ensure extensive communication and consultation with residents.





Action Code	Action Name	Status
5.4.1	Maintain Council online presence via digital channels.	
5.4.2	Implement and maintain Councils Customer Service Charter.	
5.4.3	Implement Council's Community Engagement Strategy.	
5.4.4	Implement Council's Corporate Communications Strategy.	
5.4.5	Implement internal communications and engagement policy.	
5.4.6	Use Council's visual identity consistently in all public facing communications.	
5.4.7	Encourage media opportunities to showcase the natural assets and tourism offer of the Federation LGA.	
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.	

5.5 Ensure quality customer service.






Action Code	Action Name	Status
5.5.1	Implement two yearly customer satisfaction surveys to understand strengths and areas for improvement.	
5.5.2	Promote and maintain a user-friendly customer request system.	
5.5.3	Continue to monitor functionality of Council's website.	
5.5.4	Implement actions to improve access to customer service centres.	
5.5.5	Provide public access to cemetery information and process transactions through Authority.	

5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.

Action Code	Action Name	Status
5.6.1	Undertake actions to improve efficiencies and compliance across the organisation in risk and Work Health Safety.	
5.6.2	Implement the Workforce Strategic Plan 2018-2021.	
5.6.3	Continue to implement staff performance reporting.	
5.6.4	Maintain IT and technical support for Council.	
5.6.5	Ensure staff have required IT skills and an organisational awareness of IT functionality.	
5.6.6	Review security of Council assets, people and property.	
5.6.7	Ensure staff are engaged with and update staff intranet.	
5.6.8	Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	

Action Code	Action Name	Status
5.6.9	Conduct careers days and volunteer days in collaboration with school and local institutions.	
5.6.10	Implement projects within Federation Risk Management Action Plans and Improvement Plans.	
5.6.11	Provide Risk and Compliance Services.	
5.6.12	Support Council Mapping Systems across the organisation.	

5.7 Effective asset management.

Action Code	Action Name	Status
5.7.1	Develop and implement Asset Management Plans.	
5.7.2	Implement recommendations from Asset Management Planning project.	
5.7.3	Allocate resources to inspect new assets and report on condition.	
5.7.4	Complete external asset audits.	
5.7.5	Complete asset, regulatory and works related financial reporting on time.	

5.8 Ensure appropriate emergency management.

Action Code	Action Name	Status
5.8.1	Support the Local Emergency Management Committee.	
5.8.2	Support After Hours Emergency Response.	

HUMAN RESOURCES

Recruitment

Federation Council Human Resources Team has facilitated 57 recruitments in 2020/21; this includes permanent, part time and casuals.

The opening of the Corowa Aquatic Centre in April 2021 has increased the number of positions undergoing recruitment, with more services being provided in our community that were not available previously.

Recruitment again this year during COVID-19 has been a challenge, but Council continues to focus on being innovative and implementing change management strategies to fill most vacancies.

As with all Councils we have a small amount of applicants in some areas that have a shortage of skilled and experienced people across the country. Council's strategy for this is to provide Traineeships and Apprenticeships in these positions within our critical service areas where possible, which also provides employment opportunities to our local youth and community.

A number of employees completed their traineeships and were successful in obtaining ongoing permanent employment within Federation Council and outside of Council, using their newly acquired skills.

Training

Federation Council continues to support, deliver and offer training opportunities to all its employees.

Annually there is always a large amount of compliance training that is mandatory and legislated, which is a priority for Council. Council also supports a number of career development training opportunities throughout its large workforce to provide a career path within Federation Council.

Council works collaboratively with schools in the area to provide work experience wherever possible and is looking at the potential for facilitating school based traineeships and apprenticeships in the future.

This year due to COVID 19, most training providers were not facilitating any training in the beginning. Most providers are now either providing an online service or a restricted numbers training in accordance with the COVID 19 guidelines. Unfortunately some training had to be cancelled or postponed due to lockdowns or changes in the Public Health Orders.

Workplace Injury Management

Federation Council embraces the benefits and positive impact it has on encouraging workers to recover at work whilst injured. We attempt to find suitable duties where practical for both injuries at work and injuries outside of work, to help our workers get back to full pre-injury duties.

Federation Council's Claims frequency is well below the other Regional Councils and all of the NSW Councils claims frequency. Federation Council has achieved an outcome that aligns with its strategic approach to Workplace Injury Management.

Council's proactive approach to work, health and safety together with our Recover at Work Program has had a major impact on these figures.

Covid-19 Challenges

Staffing during Covid-19 border restrictions and navigating the ever changing Permit systems has been challenging for Council. Council has had to take into account both NSW and Victorian restrictions, lockdowns, permit systems and public health orders during the past 12 months due to staff residing on both sides of the border.

Having a Covid Management Plan and making sure our staff have all the correct Personal Protective Equipment (PPE) in the workplace, staff working from home where practical under the restrictions and being flexible during these times has so far been successful, with little interruption to our services. Council has only had to shut down a couple of our face to face services for small durations during the past 12 months but have managed to continue enquiries over the phone.

Council has been very proactive in these unprecedented times and have kept not only our staff informed but our community as well.

INFORMATION TECHNOLOGY

The following provides a high level summary of initiatives that have been implemented in Information Technology and Customer Service areas through the 2020/2021 year:

- Completed an upgrade on our Electronic Document Records Management System (EDRMS)
- We implemented the DPIE Planning Portal integration for full electronic submission of DA's etc.
- Replaced the CCTV system at the Civic Centre providing better security and vision of the Civic Centre building.
- Deployed Envibe for running the pool. Envibe is a software specifically for the use in Leisure, Recreation and Aquatic industry.
- Equipped and supported staff to work from home. Work from home increased from around 50% (office staff) up to 80% of staff as the pandemic has ebbed and flowed.
- Redeveloped the Council live streaming again to allow for any ratio of remote and on-site participants. We also improved the meeting audio by adding extra microphones and installed another camera in the Council Chambers to have a front on view of Councillors.
- Fully automated patching of all applications on workstations, providing assurances to security.
- Deployed a fully-integrated SIEM (Security Information and Event Management), aggregating the activity logs from all workstations, servers and firewalls for improved visibility and cross-correlation of network security events.
- Completed a live-fire test of our Disaster Recovery Plan, the results of which resulted in improved disaster response ability.
- Completed Cyber Security Framework and IT Security Policy documents, to tie in with the Disaster Recovery Plan.
- Responded to 521 requests from staff for IT assistance.

CUSTOMER RESPONSE

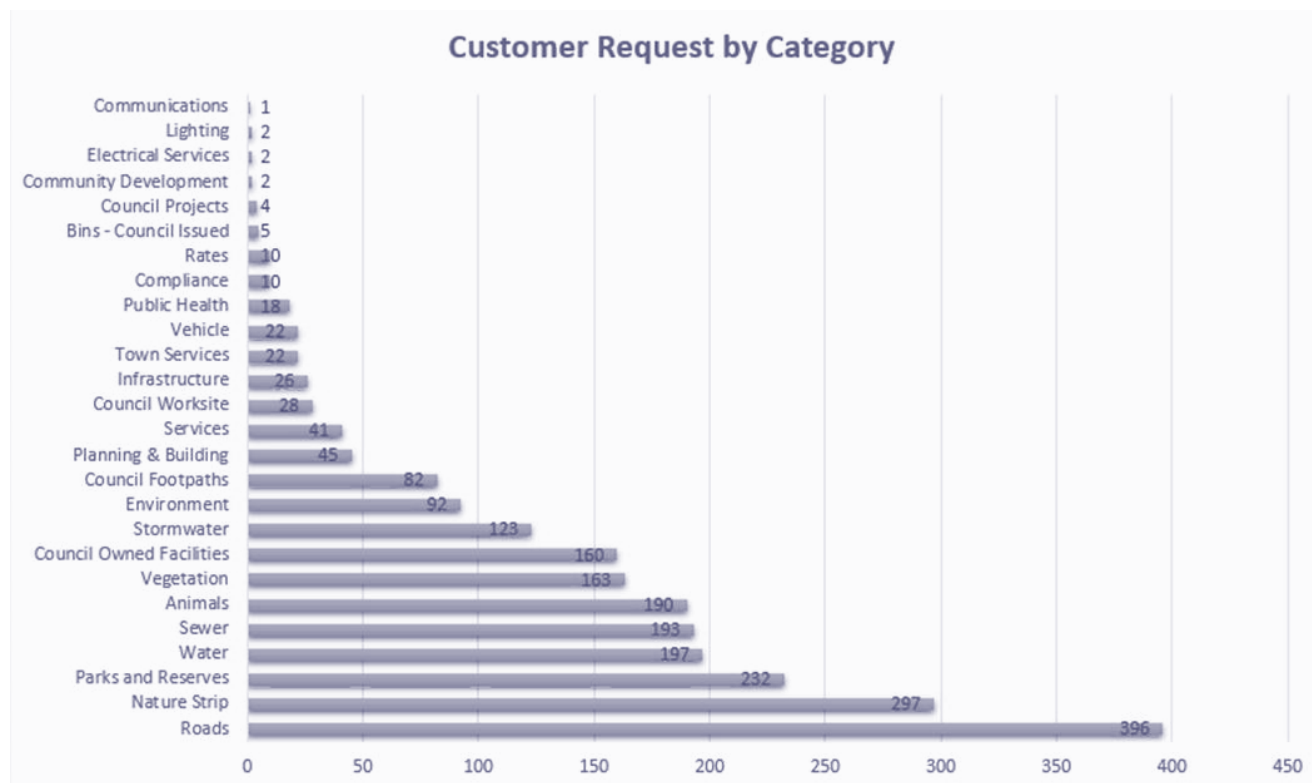
From 1st July 2020 to 30th June 2021, 2364 requests for service assistance were logged in the Authority Customer Request System. These requests come into Council in a variety of different ways, including via email, online through our website and over the phone.

Of the total number of requests logged:

- 75.76% (1791) were logged by Customer Service Officers during phone calls with customers.
- 7.91% (187) of customers chose to log a request via the online form on the Council website.
- 3.93% (179) of customers chose to log a request via email.
- 7.57% (93) of customers chose to log a customer request in person/over the counter.
- 2.58% (61) were the result of an after-hours Callout.
- 1.78% (42) were logged by staff and categorised as internal matters.
- 0.4% (11) were received by the Snap Send Solve app.

Road requests were the most common request types with 396 requests submitted, most concerning: Potholes, Road Roughness, Incidents, Cracks and Signage. The second most common request was Nature Strips which received 297 requests from Tree Hazard, Trip Hazards, Pothole, Weeds, and New Tree Requests.

The table below shows the requests made by category.



Phone Calls

A new phone reporting software was implemented from 23rd January 2021. For the time period 23rd January 2021 – 30th June 2021 (<23 weeks) customer service staff handled over 8000 calls.

	Number	Average call time
Corowa Office	5588	1min 59sec
Planning	1697	2min 25sec
Urana Office	717	2min 26sec

After Hours

On call or after hours numbers received 197 calls which were allocated to the on call officer as shown in the table below.

Phone calls – On Call/After Hours	Total
Construction	71
Rangers	38
Water & Sewer	88

Over counter payments

A total of 2336 Rate payments and 1826 Water payments were made in person at one of our offices located in Corowa, Mulwala, Howlong and Urana.

Rate payments received over Counter	Rate payments	Water Payments
Corowa	1653	1414
Urana*	247	0
Mulwala	179	167
Howlong	257	245
TOTAL	2336	1826

* Water supply for Urana and Oaklands is provided by Riverina Water.

RISK MANAGEMENT

Risk Management

Council recognises that an organisation without a robust system for managing risks is vulnerable to uncertainties and lost opportunities and is unlikely to be resilient in the face of change or adversity.

We continue to develop a comprehensive system of risk management practices designed to ensure practical solutions facing our people in managing risks across our diverse workforce. Major Work Health and Safety achievements include the following:

Our COVID Response

When we look back on 2020-2021 period, we are sure to associate it with the COVID-19 pandemic, which impacted each of us in some way, and has been a focal point with Council applying resources to manage this additional risk.

Throughout this time under the guidance of Council's Continuity Management Team, who were activated in March 2020 applied resources to develop systems processes, ensuring essential services and support to our staff and residents, while responding to the restrictions and changes as they occurred.



Safety Hub

Council launched its online Safety Management Platform “Safety Hub” providing staff an effective and efficient way to learn, on line. This enabled the organisation to be fully abreast with COVID-19.

Addressing how it spreads, prevention and management, control measures, hand washing, face mask, work related stress, working from home, workstation set up, including discussions of Council’s developed COVID Safety Management plan

In May 2021, the leadership team in partnership with StateCover Mutual conducted WHS Due Diligence Workshop, providing clear understanding of roles and responsibilities with Work Health and Safety matters in the workplace.

Health and Wellbeing

The health, wellbeing and safety to our staff is of the utmost importance. During these challenging times with COVID – 19 Council identified the need to keep a check on staff and embarked as a R U OK initiative in partnership with StateCover Mutual a Wellbeing check via an on line survey, this was well received, and provided a snap shot of how the workforce was travelling.

STATUTORY REPORTS

Disability Inclusion Action Plan

Federation Council continued to meet and seek guidance from the Federation Disability Access Committee to identify and remove barriers preventing the participation of people with a disability in programs, services and facilities. Major achievements included:

- Partnered with Intereach Corowa, to Access at a Glance Program supporting businesses across the Council area to be more inclusive and accessible.
- Worked with Spinal Life Australia to create a mobility map of local businesses across the Federation Council area.
- Council and the Federation Disability Advisory Committee launched the “See the ability in disability” online video to celebrate International Day of People with Disability.
- Continued to host the Federation Interagency Meetings quarterly to ensure services in our community continue to meet our needs.
- Advocated for funding to allow community groups and clubs to complete their retrofitting work of accessible buildings and facilities including the Oaklands Recreation Ground Facility, Victoria Park Recreation Ground Facility, Howlong Clubrooms Project, Corowa Cricket Club Facility, and Howlong Tennis Rooms.
- Upgraded the following Council facilities to meet accessible standards - Urana Aquatic Centre Building, and the Howlong Library/Resource Centre.
- The Council’s pre-employment functional assessments and recruitment process highlight disabilities and how we can modify and adjust positions/work space etc. for a positive outcome to the applicant.
- Installed a mobility lift at the Corowa Civic Centre and an accessible carpark in Howlong.
- Undertook a footpath maintenance program in Corowa, Mulwala and Howlong.
- Conducted a review of staff understanding of the DIAP.
- Opened the Purtle Park Adventure Playground in Mulwala. The family friendly park contains a free-standing all-abilities play system, accessible toilet block and BBQ area, inside a fenced water play area. The playgrounds include water and vertical play areas, basket swing, inclusive pelican nests, and a flying fox along with natural park elements of logs and rocks to promote balance.

- Opened the Corowa Aquatic Centre that offers an indoor 25m multi-use pool all year round. Along with a 50m outdoor Olympic size pool and splash park in the warmer weather. Inclusive and accessible features at Corowa Aquatic Centre include:
 - ✓ Ramps for pool access in both the indoor heated 25m pool and outdoor 50m seasonal pool.
 - ✓ Accessible toilets and change room with shower, toilet, change table and electric hoist.
 - ✓ Aquatic wheelchairs, personal flotation devices, power points for mobility scooters and signage includes braille (amenities only).
 - ✓ Wheelchair accessible entry and exit, automatic doors and accessible parking.
 - ✓ Lockers and reception desk at accessible height, and change rooms with bench seats.
 - ✓ First aid room, PA system and a quiet space for people who are sensory overload or become anxious.
 - ✓ Carer's card accepted and EFTPOS facilities.
 - ✓ Friendly and inclusive staff.

Legislative requirement: Disability Inclusion Act 2014 s. (13(1))



STATUTORY REPORTS

Councillor Induction Training and Professional Development

The names of any Mayor or Councillors who completed any induction training course, induction refresher course or supplementary induction courses during the year.	Nil
The names of any Mayor or Councillors who participated in any ongoing professional development program during the year.	Nil
The number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.	Approximately 20 Councillor training sessions were conducted during the year.

Legislative requirement: Local Government (General) Regulation 2005 cl 186

Councillor Facilities and Expenses

Details including purpose of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).	Nil
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Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a)

Total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions.	\$150,644.70
Provision of dedicated office equipment allocated to councillors.	Nil
Telephone calls made by councillors.	Nil
Attendance of councillors at conferences and seminars.	\$8540.93
The provision of induction training and professional development for mayor and other councillors.	Nil
Training of councillors and provision of skill development.	Nil
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	Nil
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	Nil
Expenses of any spouse, partner or other person who accompanied a councillor, being expenses payable in accordance with the Guidelines.	\$120
Expenses involved in the provision of care for a child or an immediate family member of a councillor.	Nil

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a1) i, ii, iii, iv, v, vi, vii, viii

STATUTORY REPORTS

Contracts Awarded over \$150,000

Name of contractor.	Nature of Goods Services supplied	Total Amount Payable under the contract (GST Incl)
Ausroads Systems Pty Ltd	Purchase of Road Patching Truck (Blower Type)	\$492,279
Bluey's Plumbin' & Diggin'	Pipeline for Urana	\$215,667
Cadia Group	Supply and delivery of pipes and fittings and watermain for sou	\$183,169
Focus Engineering & Construction	Supply and construction of Urana Pedestrian Bridge	\$228,836
Gradian Projects Pty Ltd	Lake Mulwala Boardwalk, Design & Construction	\$773,167
Jacob Toyota	Purchase of truck	\$198,665
Kennedy Builders Pty Ltd	Construction of change rooms at Victoria Park Recreation Reserve	\$402,060
Komatsu Australia Pty Ltd	Procurement of a motor grader	\$430,650
Menz Plant Pty Ltd	Federation Way / Morundah Road project - seal	\$497,076
Menz Plant Pty Ltd	Cocketgedong Road project - bitumen seal	\$156,436
Menz Plant Pty Ltd	Corowa - Mulwala Cycleway bitumen seal	\$325,600
Metele Pty Ltd T/A Wagga Trucks	Replacement of three (3) grader crew trucks	\$384,729 trade plus on road costs
Milbrae Quarries Pty Ltd	Road base for roads	\$165,982
MomentumOne Shared Services Pty Ltd	Provision of labour hire services for lifeguard and associated services for the Corowa and Howlong Swimming pools	Estimated \$500,000 per annum
Naubro Kerb Pty Ltd	Construction of Daysdale Culvert	\$399,186
Stabilco Pty Ltd	Stabilisation works on Federation Way	\$198,665
The Trustee for AM & ST Palmer Family Trust T/A Remlap Company Pty Ltd	Management of Ball Park Caravan Park	\$300,000
Vor Environmental	Sewer inlet works	\$255,244
Walsh Wodonga (Vic) Pty Ltd (15136)	Heavy patching at various sites	\$239,446

Legislative requirement: Local Government (General) Regulation 2005 cl 217 1(a2)

Rates and Charges written off

Council has written off \$221.93 in small debts over the 2020/21 financial year.

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a9)

STATUTORY REPORTS

Legal Proceedings

Land and Environment Court

The table below summarises Land and Environment Court legal proceedings to which Federation Council has been a party during the period beginning on 1 July 2020 and ending on 30 June 2021.

Legal proceedings under insurance arrangements and legal proceedings related to worker's compensation and industrial relations matters are not captured in the following table.

Nature of Legal Proceedings	Description	Amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements).	Amounts (if any) recovered.	Summary of the state of progress of each legal proceeding and (if it has been finalised) result.
Land and Environment Court – Class 1 Appeal – DA2020/162 – 335 Lot Subdivision Redlands Road, Corowa.	Deemed refusal of development application for 335 lot subdivision in Redlands Road, Corowa.	Pending	Pending	Ongoing

NSW Civil Administrative Tribunal

One complaint about a breach of privacy lodged with the NSW Civil and Administrative Tribunal in 2019/20 is still ongoing.

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a3)

Works carried out on Private Land

There were no resolutions made concerning works carried out on private land.

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1) (a4) & Local Government Act 1993 s.67, 67(2)(b)

Environmental Upgrade Agreement

There were no Environmental upgrade agreements entered into during 2020–2021.

Legislative requirement: Local Government Act 1993 s. 54(p)(1)

STATUTORY REPORTS

Financial Assistance Grants

The Community Grants Program is designed to empower communities to develop ideas, projects and events that contribute to the vibrancy and well-being of their town or village and the broader Federation Council area.

Funding is available for start-up programs, operational costs, minor equipment and events, that contribute short-to-medium term community development outcomes. This program is an excellent opportunity for Council to support community projects that deliver positive benefits to the local community.

Across the two rounds of funding, Council received 29 successful applicants across the following Federation towns and villages – Balldale, Boree Creek, Corowa, Howlong, Morundah, Mulwala, Oaklands, and Urana totaling an allocation of \$55,803 for community groups in 2020/2021 Financial Year.

Group	Amount contributed	Project / Description
Round 1		
Corowa Business Chamber	\$3,000	Purchase of Christmas decorations
Yarra Mul Pioneer Museum	\$880	Updates and improvements to Museum
Girl Guides Corowa District	\$2,288	Update to more efficient lighting / upgrading lights
Land Care	\$3,000	Introduction of environmental workshops
Sing Australia	\$295	Rebranding of signs and update of Council logos
Corowa District SHE Shed	\$1,007	Purchasing new tools for volunteers and community projects
Who is My Neighbour	\$1,500	Event to engage with the wider community and welcome refugees
Boree Creek P & C	\$3,000	Upgrade of tables and BBQ facilities at community garden
Howlong Mens Shed	\$3,000	Installation and creation of Christmas decorations
Corowa Rotary	\$3,000	Installation of a water fountain in Wetlands
Mulwala Progress Association	\$3,000	Installation of Christmas Decorations
Urana Vintage Machinery	\$3,000	Constructions of a display area at Vic Park Urana for tractors
Corowa Rutherglen FNC	\$1,000	Funding for podcasts about history of local football clubs
Finley & District Camera Club	\$1,499	Corowa & Mulwala photography workshops
Coreen Daysdale Hopefield Buraja United Football Club	\$1,000	Funding for the history of past clubs and players
Oaklands Central	\$800	To facilitate a project for the children and inclusion at Oaklands Truck show
Barooga Little Athletics	\$750	Promotion and marketing of the event at Mulwala water-ski Club + Artist sketcher
Amaranth	\$3,000	Assistance with funds to purchase a cool room for new Amaranth site
Total amount	\$35,019	

Group	Amount contributed	Project / Description
Round 2		
Corowa Playgroup – NSW	\$3,000	Shade sail over playground
Corowa Rotary	\$3,000	Safety fencing at Bangerang Park, Corowa
Girl Guides Corowa District	\$500	New life vests for water activities in line with new legislation
Intereach	\$3,000	Event costs for a youth outdoor movie screening as part of 2021 Youth Week celebrations
Federation Museum	\$1,918	Upgrade of computer for the purpose of history tracing and record keeping at the Federation Museum, Corowa.
Corowa Swimming Club	\$1,728	Subsidised costs of swim instructors for a winter swimming program at the Corowa Aquatic Centre.
Our Town Balldale Inc.	\$1,388	Storage for park maintenance equipment at Bruce Richard Park, Balldale.
Empower Dance Academy Howlong	\$1,500	Hosting two dance concerts for the students in Howlong over summer school holidays with hiring of stages and lighting.
Mulwala Progress Association	\$3,000	Rebranding of Tunzafun with a local young graphic designer and installation of updated signage at the site.
Oakland's District Lions Club	\$1,500	Money to assist with funding the Oaklands Santa in the Park annual event
Morundah Bush Entertainment Committee Inc.	\$250	Refund of Development Consent fees under Council's Financial Assistance and Donation Policy Section 5.8.
Total Amount	\$20,784	

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a5)



HOWLONG MEN'S SHED
COMMUNITY CHRISTMAS DECORATIONS
HAWKINS STREET HOWLONG

External bodies that exercised functions of Council

Council Committees delegated to provide services on behalf of Council.

Boree Creek Community Facilities Committee	Colombo Creek Recreation Reserve Management Committee
Daysdale Water Supply Trust	Federation Arts Committee, Corowa
Lonsdale Reserve Management Committee	Lowe Square Management Committee
Morundah Community Committee	Oaklands Memorial Hall Committee
Oaklands Recreation Ground Management Committee	Oaklands Town Improvement Committee
Oaklands War Memorial Baths & Gardens Committee	Rand Recreation Ground Management Committee (Sportsground)
Rand School of Arts Committee	Rand Town Improvement Committee
Urana Progress Association incorporating the Courthouse & Historical Committee	Urana Ski & Aquatic Centre Committee
Urana Soldiers Memorial Hall Committee	Urana Victoria Park Recreation Ground Management Committee
Urana Swimming Pool Committee	

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a6)

Council interest in other organisations

There were no corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council held a controlling interest.

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a7)

Council participation in other organisations

Organisation	Incorporation Status	Membership
Country Mayors Association	Other Incorporated Entity	Financial Member
Local Government NSW (Advocacy and Service Coordination)	Other Incorporated Entity	Non-Financial Member
Local Government Superannuation Scheme (LG Super)	Private Company	Non-Financial Member
Murray Arts	Other Incorporated Entity	Financial Member
Murray Darling Association	Other Incorporated Entity	Financial Member
Murray Regional Tourism Board	Public Company	Financial Member
Riverina Regional Library	Local Government Entity	Financial Member
Riverina Water County Council	Local Government Entity	Non-Financial Member
Riverina and Murray Joint Organisation (RAMJO)	Local Government Statutory Authority	Financial Member
StateCover Mutual (Workers Compensation Insurance pool)	Public Company	Financial Member
Statewide Mutual (Marsh Pty Ltd) (General Insurance pool)	Public Company	Financial Member

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a8)

STATUTORY REPORTS

Equal Employment Opportunity

Federation Council has committed to creating a positive and collaborative work environment which focuses on maintaining a strong commitment to ensure that Equal Employment Opportunities (EEO) and diversity are incorporated into everything we do.

Over the last 12 months, Federation Council has;

- Promoted our Employee Assistance Program, which has been accessed by our employees to help provide support to them both with workplace and personal issues.
- Provided Flexible Work Arrangements to our employees with reference to specific legislative provisions.
- Continued implementation of all EEO aspects in our Recruitment and Induction processes.

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(a9)

General Manager and Senior Staff Remuneration

The total amount payable in 2020/2021 with regard to the employment of Senior Staff at Federation Council is identified below. This includes amounts payable for salary, superannuation, vehicles, fringe benefits tax and all other costs directly associated with employment.

General Manager	Total Amount**
	\$328,602.21

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(b) (i – v)

Senior Staff* (Other than General Manager)	Total Amount**
	\$692,572.82

* Council employed three senior staff (other than the General Manager) during 2020–21

** Please note that this financial year had 27 pay periods instead of 26 pay periods, therefore the annual remuneration figures are a reflection of this.

Legislative requirement: Local Government (General) Regulation 2005 cl 217(1)(c) (i–v)

STATUTORY REPORTS

Companion Animals

Summary of Lodgement of pound data collections returns lodged with the Office of Local Government (OLG).

	Dogs	Cats	Total
Seized	14	11	25
Returned to owner	13	2	15
Rehomed	1		1
Euthanised		7	7
Other		1	1

Legislative requirement: Local Government (General) Regulation 2005 – Clause 217(1)(f)

Lodgement of Dog Attacks with OLG.

There were 8 reportable dog attacks in the Council area over the last 12 months.

Companion Animal Management Activities

A total of 389 animals were registered from 1st July 2020 – 30th June 2021, this included 158 cats and 231 dogs. Total revenue from these registrations was \$26,692

Funding spent on companion animal management and activities:

Council spent a total of \$84,029 on animal control and executing our duties under the Companion Animals Act. \$9,534 of income from funding went towards to the following activities:

- Responding to complaints about animals
- Returning lost animals home
- Caring for lost animals in our animal shelter
- Investigating aggressive animals and attacks
- Providing a stray cat trapping program
- Responding to stray livestock on roads etc

Council has prepared a companion animal communication social media plan that has already commenced and will continue into 2021-2022. This also includes social media posts and brochures relating to de-sexing of dogs and cats released from the NSW Pet Registry.

Federation Council has an agreement with Wodonga Dog Rescue to rehome unwanted seized dogs.

Off Leash Areas

Federation Council provides the following off leash areas for exercising dogs.

Corowa	Intersection of Federation Avenue and River Street, South Corowa. Eastern end of Edward Street opposite Bangerang Park, adjacent to the tennis courts.
Howlong	South west corner Lowe Square, Hume Street and Victoria Street. Memorial Park section area.
Mulwala	Kyffins Reserve, 4.1km east of Mulwala, Spring Drive.



STATUTORY REPORTS

Capital Works Projects

Council progressed five projects during the financial year that were subject to the Capital Expenditure Guidelines issued by the Office of Local Government.

Project	Budgeted cost (per Capex Review)	Final cost	Project status	Notes
Howlong Multipurpose Centre	\$1.87 million	\$1.72 million	Completed Jul 2020	
All Abilities Playground Mulwala	\$1.98 million	\$2.19 million	Completed Dec 2020	Final cost does not include community funded pelican structures
Urana Aquatic Leisure Centre	\$1.19 million	\$1.23 million	Completed Jun 2021	
Corowa Aquatic Centre	\$8.66 million	\$8.96 million*	Completed Apr 2021	Final cost does not include Splash park and Ball Park Multisport Pavilion (consistent with Capex Review)
Corowa Saleyards upgrade (Stage 1)	\$10.7 million	Project currently in progress	Under construction	This project is scheduled for completion in Dec 2022.

Planning Agreements in force

Council had one Planning Agreement in force during 2020-2021 this was for DA2006/66 - water main upgrade Mulwala - agreement complete.

Legislative requirement: Environmental Protection Act Regulation 1979 s. 7.5(5)

Recovery and Threat Abatement Plans

There were no Recovery and Abatement Plans to which Federation Council was identified.

Fisheries Management Act S. 7.5(5) s.220ZT (2)

STATUTORY REPORTS

Swimming Pool Inspections

Council completed the following swimming pool inspections in 2020/21.

Tourist and Visitor Accommodation	Nil *
Premises with more than two dwellings	Nil
Single Dwelling Premises resulting in Certificate of compliance under s22D	13
Single Dwelling Premises resulting in Certificate of non-compliance under cl 21	1

* Note that due to Covid-19, swimming pool inspections for Tourist and Visitor Accommodation were not carried out.

Swimming Pools Act 1992 – s 22F(2); Swimming Pools Regulation 2018 – cl 23

Summary of Government Information (Public Access) Act (GIPA) Activity

Council has consulted with the Information Privacy Commissioner (IPC) in undertaking the review of its Agency Information Guide and Open Access information. On 7 April 2021 a draft was submitted to the IPC inclusive of changes to meet the recommendations outlined in the IPC self-assessment checklist.

Council's Government Information (Public Access) Annual Report for the 2020-2021 reporting year, prepared in accordance with Section 125(1) of the Government Information (Public Access) Act 2009 and Section 8 of the Government Information (Public Access) Regulation 2018, was submitted to the Information and Privacy Commission and to the Office of Local Government on 14 September 2021.

Council received twenty one applications (including withdrawn applications but not including invalid applications).

Most applications had information granted in part (71%). Information was not held for 3% of applications, 2% were withdrawn and 1% was refused.

Thirteen invalid applications were received with more than half of these subsequently becoming valid after contacting the applicant.

All applications excluding one were decided within the statutory timeframe or within any extension granted by agreement.

Government Information (Public Access) Act 2009 s 125 (1) Government Information (Public Access) Regulation 2011, cl 4

STATUTORY REPORTS

Public Interest Disclosures Annual Report

Federation Council is required to report annually on its obligations under section 31 of the Public Interest Disclosures Act 1994 (PID Act) and clause 4 of the Public Interest Disclosures Regulation 2011.

In accordance with the requirements of the PID Act, Council adopted a Public Interest Disclosures Internal Reporting Policy at the 15 December 2020 Ordinary Council meeting. Council has fulfilled its statutory reporting obligations for completion of Public Interest Disclosure Reports to the NSW Ombudsman under Section 6CA. These were submitted on 25 January 2021 and 12 July 2021 as required under the Act.

Staff Awareness activities undertaken

Council has conducted awareness raising activities in the 12 month period that have included

- Online training circulated to all Managers and Executive staff on 4 April 2021.
- Staff completed online PID training with NSW Ombudsman between 2/3/2021 and 11/03/2021.
- Learnings from this training including case studies on conflicts of interest and relevance to procurement and use of contractors at a toolbox meeting with outdoor recreation staff.
- Webinar on Corruption Prevention attended by General Manager and key staff on 17 March (facilitated by Corruption Prevention Network and ICAC).
- Information from this session was emailed to the Leadership Group on 14 April 2021.
- Link to PID training posted on staff intranet.
- Corruption video (NSW ICAC) presented to Councillors and the Leadership Group, and placed on Staff intranet and on Council website for broader awareness.
- Conflicts of Interest video (NSW ICAC) presented to Councillors and the Leadership Group, and placed on Staff intranet and on Council website for broader awareness.
- PID information delivered to new staff at inductions.
- GM Update sent in November (newsletter from GM to staff) included advice on PID online training and where to access information on PID.
- Employee Handbook updated with PID information.
- PID policy updated to include a diagram to help identify a PID.

Statistical Information on Public Interest Disclosures

Council had one Public Interest Disclosure reported in the period ending 30 June 2021.

Number of public officials who made PIDs	1
Total number of PIDs received	1
Of PIDs received, the number concerning:	
Corrupt conduct	1
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Number of PIDs finalised in the reporting period	1

Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4 (2) (a-e)