



**FEDERATION
COUNCIL**



**FEDERATION COUNCIL
DELIVERY
PROGRAM
2018-2022
& OPERATIONAL PLAN
2020-2021**

**Federation Council
recognises Aboriginal
people as the original
inhabitants &
custodians of all the
land and water in the
Federation Council
area and respects their
enduring cultural and
spiritual connection to
it.**

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CONTENTS

Mayor Message Cr. Patrick Bourke	04
Our Councillors	05
Organisational Structure	06
Introduction	08
Our Vision & Values	10
The Integrated Planning & Reporting Framework	12
Challenges & Population Data	13
Our Community	14
About This Plan	15
Council's IP&R Framework	16
How to read this plan	17
Built Federation	18
Economic Federation	22
Natural Federation	25
Social Federation	27
Well Governed Federation	31



MAYOR MESSAGE

Cr Patrick Bourke.

The Federation Council Local Government Area is a great place to live, work and play.

Federation Council is home to the thriving and diverse communities of Corowa, Howlong, Mulwala, Oaklands, Urana, Balldale, Boree Creek, Buraja-Lowesdale, Coreen, Daysdale, Morundah, Rand, Rennie and Savernake.

Located within an agriculturally rich and diverse area on the border of New South Wales and Victoria, the Southern Riverina region is the centre of one of the most productive wool, grain, lamb and beef-cattle growing areas of Australia.

Only three hours from Melbourne, four hours from Canberra and six hours from Sydney, the region boasts a great climate and vibrant atmosphere and is an ideal location for families, businesses and visitors to experience its exceptional lifestyle and opportunities.

Council and the community will be required to meet the challenges of change during the life of this Program and the overall Community Strategic Plan.

Nationally, we are living in unprecedented times. The situation we are facing as a community, locally and internationally in respect to COVID-19, is truly unparalleled throughout the records of history. Yet, as a Council, we are more confident than we have ever been in the capacity of our community, spread right across our vast and beautiful landscapes, to steel itself for the challenges ahead and to navigate these waters together.

The resilience of our community and the partnerships this program embeds will ensure we can overcome our challenges as a collective for the betterment of the Local Government Area.

This Program is not just Council's plan; each level of government has a key role to play. We must build and sustain productive partnerships with local business, community organisations and many others. As Mayor of Federation Council my fellow Councillors and I are truly proud of our region and our community and are committed to the role we play in the Integrated Planning and Reporting Framework for the betterment of our community through the delivery of these actions and initiatives for the future.



Mayor,
Cr Patrick Bourke

OUR COUNCILLORS



Deputy Mayor
Cr Shaun
Whitechurch



Cr Bronwyn
Thomas



Cr David
Longley



Cr Gail Law



Cr Paul
Miegel



Cr Norman
W Wales
APM



Cr Fred
Longmire



Cr Andrew
Kennedy

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 above: Mr Adrian Butler, Ms Susan Appleyard, Mr Steve Carmichael and Ms Jo Shannon.



INTRODUCTION

Federation Councillors and staff are proud to present the combined 2020-2021 Operational Plan and 2018/2021 Delivery Program. This document describes the actions that Council will strive to achieve, working towards the goals in the three year Delivery Program.

There are again many projects that Council will continue to deliver and services that will be provided. Council's focus is to continue to work towards delivery of the many major projects that are planned across many of our areas. These include critical infrastructure projects such as water and sewer renewals, road renewals and upgrade projects including footpaths, and many community focused projects such as the Corowa Swimming Pool complex, Ball Park Multisports Pavilion, finalising the extension works of the Corowa Skate Park, installing a new All Abilities Playground at Purtle Park Mulwala, and a new multi-purpose pavilion at Howlong.

There are also many projects being delivered right across many of our other towns and villages, including as a result of the significant State Government funding under the Stronger Country Communities program. These include new change rooms at the Oaklands Recreation Reserve, a new Leisure Centre and Community building at the Urana Aquatic Centre Caravan Park, and many others.

Council also remains committed to delivering, with its many partners, a wide range of community based services, including the Mobile Preschool, Libraries, working with our fantastic Youth Council to ensure our focus always includes our youth, as well as other programs such as the Ageing Well Strategy to focus on the needs of our ageing population. The plans also continue to support Medical and Health services, and our fantastic Arts and Cultural community.

Council has wonderful committed staff who work extremely hard in our core role, our day to day, business as usual approach, to deliver the many services that residents expect and value greatly. These include our public space and sporting grounds presentation; road and other assets including public buildings maintenance; customer service including our Service NSW office; communications and engagement, including our digital space and community engagement exhibitions; water and sewer essential services; and the Corowa Sale-yards complex; regulatory services including ranger services; planning and environmental health services; noxious weed and public lands reserve management,





library services and many others.

There is also a greater focus being placed on strategic planning, so there are many actions that focus on the longer term strategic planning documents to help guide and inform the built environment, including to ensure sound management of our environmental assets. The highest level example of this is the development of a new Local Environmental Plan (LEP) across the next year. This plan details the zoning and land use objectives for development in the Federation Council area. Also, flood studies and Master Planning works continue across many of our towns, whilst other strategic transport projects are also occurring.



In the 2019-2020 year, Council undertook a major Long Term Financial Plan and asset management project to further understand Council's current financial position and the future outlook. This will be complemented by the upcoming Rates Review project. Both of these projects are critical to ensure Council develops a stronger financial platform to ensure sound and responsible management of its assets, and to ensure it is financially sustainable into the future.

Council has an enormous asset base in comparison to its population, and the addition of the significant State Government finding since the formation of Federation Council, provides wonderful new community assets in many cases. Supporting community use of these facilities by meeting operational and maintenance requirements will provide significant challenges within Council's current revenue streams. Council will continue working across the next year to better map the financial requirements for the longer term, and to develop strategies to ensure the long term financial sustainability of Council.



All of these projects and priorities are underpinned by strategic objectives from the Community Strategic Plan (CSP), "Our Community - Our Opportunity - 2028". The CSP was developed in 2018 and is the Community's Plan. It is a ten year plan, and is our long term vision for the Federation Council area. It is the key overarching vision and strategy for the Federation Local Government area, and it represents what our community told us in extensive consultation across the first half of 2018, about the Community's visions and aspirations for the future. It contains the following vision and strategic outcomes developed by the community.

OUR VISION & VALUES

Federation - Creating Opportunities, Celebrating Communities

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

We seek the following outcomes:

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 tranquility 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.



To be “A quality Council with an ongoing focus towards continuous improvement. We are committed to building, celebrating and supporting strong, sustainable and diverse communities”.

Accountability

We will plan well and report on our progress.
We will ensure fair and transparent decision making and take responsibility for our actions.

Collaboration

We support each other as a team and will engage closely with the community.

Customer Focus

We will be responsive and accessible to the community.
We will be open, respectful and truthful with our dealings.

Embracing Change

We will create our future by being innovative and encouraging new ideas, opportunities and better ways of doing things.

Quality Outcomes

We will strive for excellence and to deliver value for money for our community.

THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

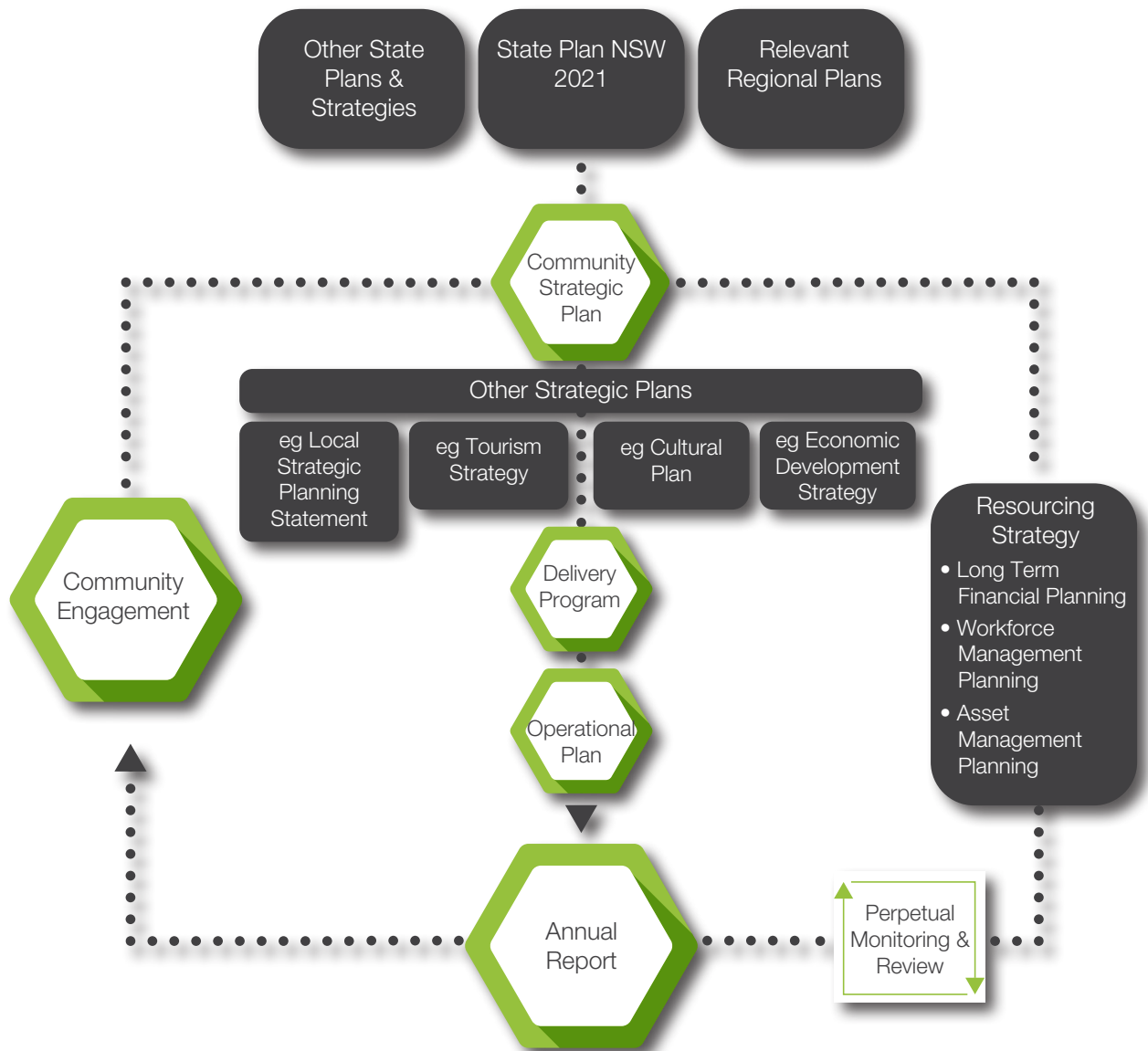
The NSW Local Government Act (1993) requires Council to develop a Community Strategic Plan (CSP) that incorporates a Delivery Program and associated Operational Plans to guide the way Council Works with the community and implements priorities.

The Resourcing Strategy (10 years) contains information on the time, money, assets and people required by Council to progress the goals within the Delivery Program and move towards achieving our long term Outcomes.

The Community Strategic Plan (10 years) reflects the Community's vision for the Council area and outlines key long-term outcomes, which set the direction for the future.

It is made of the following three components:

- Long Term Financial Plan
- Asset Management Plan, and
- Workforce Management Plan



CHALLENGES & POPULATION DATA

An ageing population and how we reprioritise current expenditure to meet community needs.

Large land area and low population density impacting on costs to manage key services.

Sustainability of Council's growing infrastructure with minimal increases in income.

Rising costs of doing business in the Council area particularly energy and fuel costs.

The impact of external political environment on Council industries and jobs.

Continued access to social services and issues associated with limited public transport.

Impact on major industries due to extreme weather events and environmental change.

Population
12,444



5,685
sq km

Median
AGE

49



0%

Public
Transport
to work

Empty
Nesters &
Retirees



OUR COMMUNITY

Federation Council is home to the vibrant and diverse communities of Balldale, Boree Creek, Buraja, Coreen, Corowa, Daysdale, Hopefield, Howlong, Lowesdale, Mulwala, Oaklands, Urana, Morundah, Rand, Redlands, Rennie and Savernake.

We are located in an agriculturally rich and diverse area on the border of New South Wales and Victoria, in the Southern Riverina region in one of the most productive wool, grain, lamb and beef cattle growing areas in Australia.





ABOUT THIS PLAN

This plan combines Council's Delivery Program 2018-2022 and Operational Plan 2020-2021. Together they show how Council will contribute to delivering on our community's vision and objectives outlined in the Community Strategic Plan 2018-2028 - Our Community - Our Opportunity.

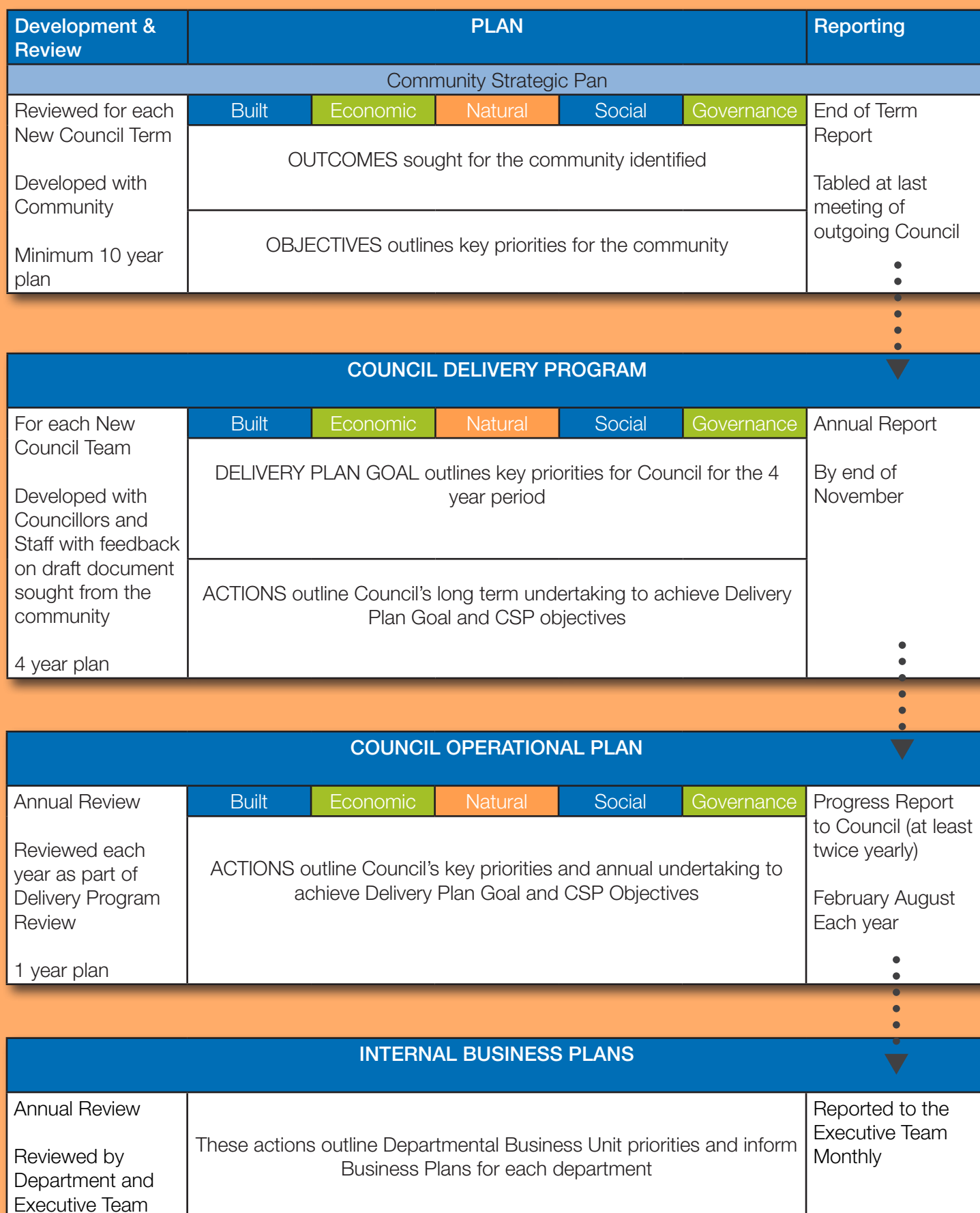
The Local Government Act 1993 requires all councils to engage the community in preparing integrated plans and strategies to support the achievement of sustainable futures in their local government areas.

Ongoing feedback from the community underpins the development and review of the plans and how activities are prioritised. The Delivery Program and Operational Plan is structured around the five key themes in the Community Strategic Plan 2018-2028 - Our Community - Our Opportunity.

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.

The plan outlines the three year objectives and annual actions Council will undertake to contribute to achieving our Community's vision. This document is supported by Council's Long Term Financial Plan 2020-2030 (which includes the Annual Budget 2020/21) and Revenue Policy. These are provided in supplementary documents and are available on Council's Website www.federationcouncil.nsw.au

COUNCIL'S IP&R FRAMEWORK



HOW TO READ THIS PLAN

Delivery Program 3 year plan		Responsible Officer.
1.1 How to read this plan		
Operational Plan Action (1 year 2020-2021)		
1.1.1 Example on how to read this plan.	•	RD
1.1.2 Example on how to read this plan.	•	RD
1.1.3 Example on how to read this plan.	•	RD
1.1.4 Example on how to read this plan.	•	RD
1.1.5 Example on how to read this plan.	•	RD
▲	•	
• Operational Plan	• Delivery Program Goal 4 years 2018-2021	
• Action Code	• & Delivery Program Goal Code	

Responsible Officer Key	
GM	General Manager.
DES	Director Engineering Services.
DCCS	Director Corporate and Community Services.
DDES	Director Development and Environmental Services.
MP	Manager Procurement.
MF	Manager Finance.
MEFR	Manager Environment Facilities and Regulations.
MFE	Manager Facilities and Environment - North
MR	Manager Recreation.
MI	Manager Infrastructure.
MICS	Manager IT and Customer Service.
MPD	Manager Planning and Development.
MCED	Manager Community and Economic Development.
MCE	Manager Communications and Engagement.
MU	Manager Utilities.
TLL	Team Leader Library.
TLCD	Team Leader Community Development.
TLMP	Team Leader Mobile Pre Schools.
HRA	Human Resources Adviser.
CT	Coordinator Tourism.
RMC	Risk Management Coordinator.
GO	Governance Officer.
GRO	Grants Officer.
EO	Executive Officer.
RSO	Road Safety Officer.
PO	Property Officer.
EDO	Economic Development Officer.

BUILT FEDERATION

Objective

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

Outcomes:

- Resident surveys will find increased satisfaction with roads, bridges and footpaths.
- Resident surveys will find increased satisfaction with aquatic, recreational and other community facilities.
- Resident surveys will find increased satisfactions with water supply, waste, sewerage treatment, stormwater drainage and flood protection.
- Compliance with asset management benchmarks - Building and Infrastructure Asset Renewal Ratio, Infrastructure Backlog Ratio and Asset Maintenance Ratio.



Delivery Program 3 year plan	Responsible Officer.
1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	
Operational Plan Action (1 year 2020-2021)	
1.1.1 Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).	MO
1.1.2 Implement Capital Works Program for Regional Roads, Rural Sealed Roads, Rural Unsealed Roads, Urban Sealed Roads, footpaths and bridges.	DES
1.1.3 Scope effective location based text messaging services for works program and update website.	DES
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 in to the future.	DES
1.1.5 Conduct and monitor asset inspections - road, bridges, stormwater drainage and footpaths.	DES
1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents	
Operational Plan Action (1 year 2020-2021)	
1.2.1 Implement Capital Works Program to address priority facility needs.	MEFR
1.2.4 Finalise new Corowa Swimming Pool complex.	DES
1.2.5 Develop a Recreation Strategy for the Federation Council area with a prioritised set of actions.	MR
1.2.6 Finalise construction of Corowa Skate Park.	MI
1.2.7 Ensure Swimming Pool Management Services are delivered.	DDES
1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	
Operational Plan Action (1 year 2020-2021)	
1.3.1 Implement Capital Works Program for sewerage and water services.	MU
1.3.2 Develop a Stormwater Drainage Strategy for urban areas.	DES
1.3.3 Implement a Water & Sewerage maintenance program.	MU
1.3.4 Implement Urana and surrounding villages Floodplain Management Plan.	MI
1.3.5 Implement, conduct, monitor and review asset inspections – water and sewer.	MU
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.	MU
1.3.7 Develop Water and Sewer Systems Capacity Review (Corowa, Howlong and Mulwala).	MU
1.3.8 Conduct compliance/ process upgrades of water and sewer infrastructure.	DES

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

Operational Plan Action (1 year 2020-2021)	
1.3.9 Develop Stormwater / Drainage Systems Capacity Review.	MU
1.3.10 Develop and implement flood protection strategy.	DES
1.3.11 Finalise Integrated Water Cycle Management plan.	MU

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

Operational Plan Action (1 year 2020-2021)	
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.	DES
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.	MEFR

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

Operational Plan Action (1 year 2020-2021)	
1.5.1 Advocate for a more comprehensive and expeditious rollout of Communication Networks locally.	MICS
1.5.2 Continue to investigate opportunities to partner with mobile phone and data service providers to increase coverage locally.	DES

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

Operational Plan Action (1 year 2020-2021)	
1.6.1 Advocate and work to support improved access to community transport throughout the Council area.	DES
1.6.2 Finalise Corowa to Mulwala Cycleway project.	DES
1.6.3 Implement Aerodrome Management Services.	MO
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.	MI

1.7 Consistent and appropriate land use planning outcomes.

Operational Plan Action (1 year 2020-2021)	
1.7.1 Provide Building Control and Planning Services.	MPD
1.7.2 Provide Environmental Health Services.	DDES
1.7.3 Provide Development Assessment Services.	MPD
1.7.4 Provide Strategic Land Use Planning Services.	DDES
1.7.5 Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans.	MPD
1.7.6 Make Planning information including key land use maps, planning instruments and planning processes easily accessible to the community.	MPD

1.7 Consistent and appropriate land use planning outcomes.

Operational Plan Action (1 year 2020-2021)

1.7.7 Implement Development Contributions Plan.	MPD
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1.8 Improve waste management services.

Operational Plan Action (1 year 2020-2021)

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

Objective

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

Outcomes:

- Census data will show that local population and employment rates (in target sectors) are increasing.
- Visitor data will show that yield from increasing visitation numbers.
- Economic data will show that lost retail expenditure from the local area has reduced.
- Economic data will show that Gross Regional Product (GRP) for target sectors is increasing.



Delivery Program 3 year plan	Responsible Officer.
2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	
Operational Plan Action 2020-2021	
2.1.1 Conduct initiatives to support higher rates of population and employment growth, especially in youth and young family segments.	EDO
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.	DDES
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.	MPD
2.2 Support workforce development.	
Operational Plan Action 2020-2021	
2.2.1 Facilitate training opportunities to support industry development.	EDO
2.3 Encourage affordability.	
Operational Plan Action 2020-2021	
2.3.1 Ensure strategy and long term planning considers the development of new affordable residential land.	MPD
2.4 Support inward investment.	
Operational Plan Action 2020-2021	
2.4.1 Develop and market an investment prospectus for the entire Council area.	EDO
2.4.2 Lobby other levels of government for increased investment across the entire Council area.	MCED
2.5 Support entrepreneurship and industrial diversification.	
Operational Plan Action 2020-2021	
2.5.1 Develop and implement a streamlined approval process for new and expanded business applications.	MPD
2.5.2 Continue building and engaging with networks by industry sector.	EDO
2.5.3 Develop a renewable energy strategy.	MEFR
2.5.4 Ensure strategy and long term planning considers development of industrial land projects.	EDO
2.5.5 Ensure an effective sales strategy is implemented for Council's Business Park land across the area, including Corowa, Howlong and Mulwala.	EDO
2.6 Support a collaborative regional approach to economic development.	
Operational Plan Action 2020-2021	
2.6.1 Facilitate local business support services.	EDO
2.6.2 Continue to convene industry meetings and attract supporting business and infrastructure.	EDO
2.6.3 Support operation of business chambers.	EDO
2.6.4 Support and encourage innovative industry trials and projects.	EDO
2.6.5 Provide support for incoming business/ investment enquiries.	EDO
2.6.6 Investigate support for and attraction of microbusinesses to the area.	EDO
2.6.7 Build relationships with government, education and industry peak bodies including NSW government agencies, Murray Regional Development Australia, and joint organisations.	EDO

2.6 Support a collaborative regional approach to economic development.

Operational Plan Action 2020-2021

2.6.8 Consider opportunities to work collaboratively with neighbouring Councils, tourism and business associations.	CT
2.6.9 Progress opportunities from the Regional Economic Development Strategy.	EDO
2.6.10 Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	CT
2.6.11 Participate in relevant joint organisations.	DES

2.7 Support the agricultural industry.

Operational Plan Action 2020-2021

2.7.1 Actively participate in agribusiness forums.	EDO
2.7.2 Implement findings and recommendations of agricultural industry gap analysis and feasibility study.	EDO
2.7.3 Provide effective and efficient Saleyard Management and Maintenance Services.	MEFR

2.8 Increase tourism.

Operational Plan Action 2020-2021

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

2.9 Enhance retail.

Operational Plan Action 2020-2021

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

2.10 Support business development.

Operational Plan Action 2020-2021

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

NATURAL FEDERATION

Objective

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

Outcomes:

- Resident surveys will find increased satisfaction with recreational (parks spaces).
- Resident surveys will find increased satisfaction with the utilisation of public spaces Weed Management plan.
- Increased landholder engagement at education sessions.



Delivery Program 3 year plan	Responsible Officer.
3.1 Provide quality recreational spaces.	
Operational Plan Action 2020-2021	
3.1.1 Implement Parks and Reserves Maintenance program (including Building Management, Caravan Parks, Parks & Presentation and Cemeteries.	MR
3.1.2 Finalise Mulwala Purtle Park All Abilities Playground.	MR
3.1.3 Implement targeted weed management program across the LGA.	MFE
3.1.4 Continue to implement new Biosecurity Act changes.	DDES
3.1.5 Work with Landcare and Local Land Services for weed management and bush regeneration.	MR
3.1.6 Implement Building Management program.	DDES
3.2 Ensure attractive and vibrant public spaces.	
Operational Plan Action 2020-2021	
3.2.1 Update masterplans for Lonsdale Reserve, Mulwala and Lowe Square, Howlong and seek funding for implementation.	MR
3.2.2 Implement Street Cleaning Services.	MEFR
3.2.3 Implement road side vegetation management, verge slashing and reserve mowing.	MR
3.2.4 Implement and monitor local litter laws.	MEFR
3.2.5 Develop a Tree Management Strategy to respond to a changing climate.	MR
3.2.6 Provide pest control and animal management / compliance services.	MEFR
3.2.7 Ensure Long Term planning includes strategies to maintain attractive and vibrant public spaces that consider community place-making initiatives.	MR
3.2.8 Provide Tree Management Services.	MR
3.2.9 Development of a Tree Register.	MR
3.3 Conserve and utilise waterways, and develop their frontages.	
Operational Plan Action 2020-2021	
3.3.1 Ensure long term planning includes strategies to conserve and utilise waterways and develop their frontages.	MPD
3.3.2 Assist Office of Water to maintain and repair river banks under Council control.	DDES
3.3.3 Update plans, develop a funding strategy and implement Mulwala Foreshore Masterplan, Howlong foreshore upgrades and Corowa foreshore upgrades.	MPD & MR
3.4 Conserve and utilise public lands.	
Operational Plan Action 2020-2021	
3.4.1 Support initiatives to manage flora and fauna conservation.	MR
3.5 Support responsible land management practices.	
Operational Plan Action 2020-2021	
3.5.1 Partner with the Corowa and District Landcare to provide education and awareness opportunities for local land holders.	MR

SOCIAL FEDERATION

Objective

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

Outcomes:

- Resident surveys will find increased overall satisfaction among older residents.
- Resident surveys will find increased satisfaction with community activities, programs and events.
- Resident survey will find an increase in residents feeling of connectedness.
- Resident survey will find an increase in youth participation.
- Census data will find an increase in volunteer numbers.



Delivery Program 3 year plan	Responsible Officer.
4.1 Encourage an age-friendly environment.	
Operational Plan Action (1 year 2020-2021)	
4.1.1 Continue to consult with key stakeholders to identify needs in relation to residential aged care services.	MCED
4.1.2 Update and implement the Pedestrian Access and Mobility Plan (PAMP).	RSO
4.1.3 Continue to engage with older residents when considering the long term planning of our social needs.	MCED
4.1.4 Implement the actions within the Ageing Well Strategy.	TLCD
4.1.5 Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	TLCD
4.1.6 Finalise purchase of Billabidgee Aged Care Units.	PO
4.2 Improve healthcare.	
Operational Plan Action (1 year 2020-2021)	
4.2.1 Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.	TLCD
4.2.2 Advocate for health services that meet the needs of the community.	MCED
4.2.3 Identify possible locations to supply health services - identify sites and cost estimates.	MCED
4.2.4 Support Interagency meetings.	TLCD
4.2.5 Work with Community Transport Services to improve access to health care.	MCED
4.2.6 Facilitate opportunities to attract and retain General Practitioners to rural towns.	MCED
4.3 Support young people.	
Operational Plan Action (1 year 2020-2021)	
4.3.1 Facilitate the Federation Youth Council to ensure young people are well represented.	TLCD
4.3.2 Support the Youth Council to deliver a youth led initiative during Youth Week.	TLCD
4.3.3 Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.	TLCD
4.4 Support access to quality education.	
Operational Plan Action (1 year 2020-2021)	
4.4.1 Implement Community Arts Projects in schools.	TLCD
4.4.2 Advocate and support the sustainability of our schools.	MCED
4.4.3 Work in partnership with local schools to provide opportunities for students to participate in activities delivered by council.	TLCD
4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs.	
Operational Plan Action (1 year 2020-2021)	
4.5.1 Support the Community Drug Action Team.	TLCD
4.5.2 Support agencies to provide Drug and Alcohol information and education.	TLCD
4.5.3 Consider opportunities to partner with health providers to educate the community and build awareness of available services.	MCED
4.6 Provide sport and recreational opportunities.	
Operational Plan Action (1 year 2020-2021)	
4.6.1 Provide Community Facilities Services.	MEFR
4.6.2 Finalise the Community Facilities Strategy.	MEFR

4.6 Provide sport and recreational opportunities.

Operational Plan Action (1 year 2020-2021)

4.6.3 Circulate relevant information to sporting clubs to ensure they remain informed and updated.	TLCD
4.6.4 Support sporting clubs to access external funding by facilitating grant writing workshops.	GO

4.7 Support childcare and family services.

Operational Plan Action (1 year 2020-2021)

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

4.8 Encourage community pride and spirit.

Operational Plan Action (1 year 2020-2021)

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

4.9 Ensure community safety.

Operational Plan Action (1 year 2020-2021)

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

4.10 Celebrate the area's rich culture and heritage.

Operational Plan Action (1 year 2020-2021)

4.10.1 Continue to facilitate an "arts alliance" network through meetings and partnerships.	TLCD
4.10.2 Develop a program of Arts & Culture initiatives that provides an opportunity for all sectors of the community to participate.	TLCD
4.10.3 Consider opportunities for the installation of public art, in accordance with the Public Art Strategy.	TLCD
4.10.4 Celebrate National Aborigines and Islanders Day Observation Committee (NAIDOC) Week.	TLCD
4.10.5 Support local artists and galleries to foster a creative community.	TLCD
4.10.6 Explore opportunities to develop Arts Trails in collaboration with key stakeholders.	TLCD

4.10 Celebrate the area's rich culture and heritage.

Operational Plan Action (1 year 2020-2021)

4.10.7 Develop an annual program of exhibitions and events in the ArtSpace at the Corowa Civic Centre.	TLCD
4.10.8 Continue to progress Council's Friendship Agreement with Miki City.	TLCD
4.10.9 Ensure long term planning strategies include further development of the Federation Museum.	MCED
4.10.10 Continue to explore online opportunities to support the recording and promotion of the history of the LGA.	TLCD
4.10.11 Support historical groups to actively collect and record the stories and experiences of our LGA.	TLCD
4.10.12 Investigate any interest from Melbourne based councils with a view of forming a sister city relationship.	MCED

4.11 Work to address disadvantage in all its forms.

Operational Plan Action (1 year 2020-2021)

4.11.1 Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	TLCD
4.11.2 Facilitate and support the Disability Access Committee.	TLCD
4.11.3 Ensure Community Action Plans are represented in long term planning for rural communities.	MCED
4.11.4 Identify Community Access needs and ensure these are included in the long term planning for community access projects.	MCED

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

Operational Plan Action (1 year 2020-2021)

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

WELL GOVERNED FEDERATION

Objective

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

Outcomes:

- Resident surveys will gauge increased satisfaction with local governance overall (leadership, image, reputation).
- Resident surveys will gauge increased satisfaction with Council's performance overall.
- Resident surveys will gauge increased satisfaction with Council's communication and community engagement.
- Resident surveys will gauge increased satisfaction with Council's customer service.
- Performance against financial sustainability benchmarks set by the state government.



Delivery Program 3 year plan	Responsible Officer.
5.1 Ensure rates and fees are in line with community needs.	
Operational Plan Action 2020-2021	
5.1.1 Finalise rate harmonisation project, and implement recommendations to be effective 1 July 2021.	DCCS
5.1.2 Consider ongoing roll out of service delivery reviews and implement findings of previous reviews.	GM
5.2 Work toward the equitable servicing of all areas.	
Operational Plan Action 2020-2021	
5.2.1 Work with regional and state organisations to ensure consideration of cross council and border issues.	DCCS
5.2.2 Ensure Strategies, and Service Reviews include assessment of adjoining Council areas and issues.	GM
5.2.3 Continue to actively seek grant funding for a range of projects across the council area.	MCED
5.2.4 Deliver major projects as funded by the Stronger Communities Program	MI
5.2.5 Deliver projects as funded by the Stronger Country Communities Program	DES
5.2.6 Deliver projects funded by the Regional Growth Fund.	MI
5.2.7 Report on ongoing service provision and expenditure by area.	DDCS
5.3 Ensure good governance and administration.	
Operational Plan Action 2020-2021	
5.3.1 Implement Long Term Financial Plan.	DCCS
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.	MF
5.3.3 Demonstrate appropriate, effective and efficient financial services.	MF
5.3.4 Demonstrate appropriate, effective and efficient delivery of purchasing and contract management processes.	MP
5.3.5 Ensure Federation Council's key objectives and strategies link to service reviews and business plans.	DCCS
5.3.6 Provide Councillor Support Services.	GM
5.3.7 Council meeting agendas and minutes distributed and available in accordance with Council's Code of Meeting Practice.	EA
5.3.8 Policy framework implemented.	GO
5.3.9 Ensure a proactive approach to the release of information where possible.	GO
5.3.10 Implement Council's internal audit program.	GO
5.3.11 Review and implement Council's Privacy Management Plan.	GO
5.3.12 Manage Council's insurance claims in a cost effective manner and in accordance with customer service charter.	RMC
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.	GO
5.3.14 Implement framework for supporting compliance with all council committees.	GO
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.	EA
5.3.16 Provide Council Records Services.	MICS

5.3 Ensure good governance and administration.

Operational Plan Action 2020-2021

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

5.4 Ensure extensive communication and consultation with residents.

Operational Plan Action 2020-2021

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

5.5 Ensure quality customer service.

Operational Plan Action 2020-2021

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

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

Operational Plan Action 2020-2021

5.6.1 Undertake actions to improve efficiencies and compliance across the organisation in risk and Work Health Safety.	RMC
5.6.2 Update and implement the Workforce Strategic Plan.	DCCS
5.6.3 Continue to implement staff performance reporting.	HRA
5.6.4 Maintain IT and technical support for Council.	MICS
5.6.5 Ensure staff have required IT skills and an organisational awareness of IT functionality.	MICS
5.6.6 Review security of Council assets, people and property.	DCCS
5.6.7 Ensure staff are engaged with and update staff intranet.	MCE
5.6.8 Communicate Council job opportunities through various platforms and liaise with schools and training organisations with regards to employment and trainee opportunities.	HRA
5.6.9 Conduct careers days and volunteer days in collaboration with school and local institutions.	HRA
5.6.10 Implement projects within Federation Risk Management Action Plans and Improvement Plans.	DCCS

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

Operational Plan Action 2020-2021

5.6.11 Provide Risk and Compliance Services.	RMC
5.6.12 Support Council Mapping Systems across the organisation.	MICS

5.7 Effective asset management.

Operational Plan Action 2020-2021

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

5.8 Ensure appropriate emergency management.

Operational Plan Action 2020-2021

5.8.1 Support the Local Emergency Management Committee.	DES
5.8.2 Support After Hours Emergency Response.	MI



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