

THIS IS FUTURE FEDERATION

Delivery
Program

2022-2026

Operational
Plan

2024-2025

Annual
Budget

2024-2025



**FEDERATION
COUNCIL**



“

Federation Council acknowledges the traditional custodians of the land, the Bpangerang and Wiradjuri people.

As a community, we pay our respects to elders past, present and emerging, and to future generations. We also acknowledge and recognise the strength, resilience and capacity of all Aboriginal people of this Land.

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INTRODUCTION

This is Federation Council's Delivery Program incorporating the 2024/25 Annual Budget. This plan underpins Council's service delivery for the financial year ahead, ensuring that both practical and aspirational community needs can be achieved. Optimal outcomes are achieved for communities when we recognise the importance of incremental achievement. It is in acknowledging that radical achievement occurs with the engagement and completion of ongoing, small cumulative tasks, that we can see a shining future for our community. That future starts with critical pieces such as a detailed Delivery Program, and a measured Budget.

Of course, many of Council's services, projects and programs in this plan are delivered not only for the community, but in many cases in partnership with the community. For this we are always grateful for our amazing volunteers, committees, sporting and other clubs, and our many service groups and organisations spread across the Council area, who do so much to continue to make the Federation Council area a great place to live, work, play and of course visit.

'This is Future Federation' is directly aligned to our Community Strategic Plan – Our Community, Our Opportunity 2022-2032 (CSP) strategic objectives and provides a four-year high-level implementation plan to achieve the community's strategic priorities.

The Operational Plan for 2024-2025 is essentially the final year of our Delivery Program, detailing specific actions, measures and the corresponding budget.

This plan has been developed with a long-term outlook for the Federation Council area.

Council sees this document not as a manifesto outlining what it will be, but instead as a framework outlining what we will do together in collaboration with our community. Council planning of this nature incorporates a suit of internal and community facing consultation to ensure what is captured is an accurate reflection of the diverse needs unique to our community. Whilst projects and programs delivered by Council will not always be done with an abundance of spending that may be commensurate with our wants, they are included in the planning documentation with an abundance of spirit and good will to ensure the best possible outcomes for our community, and are always measured against our drive for financial efficiency and cost improvement strategies.

As Council continues its strategic planning, including taking a longer-term view on its assets and service delivery, it has been for some time evident and communicated that in order to ensure Council continues to deliver the services to a safe and expected standard by our community, Council needs to increase its revenue. A component of this plan is that a permanent special variation (SV) increase has been planned for. There will be further engagement with the community in July 2024 to support this work undertaken to date, which is required to increase revenue to meet community service expectations and rising costs. In addition to increasing revenue, Council is also continually reviewing services to seek further efficiencies and productivity gains.



Mayor
Cr Patrick Bourke

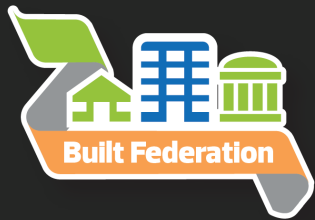


General Manager
Mr Adrian Butler

Civic participation is not a choice, nor is it a chore. Participation in the business of our community is a responsibility, and one that we all share. Thank you to those who have taken the energy to provide feedback and engage with Council around these documents, and for the information you have provided which helps shape our decision making and priorities each year. If Council is to truly serve the community, we must be connected to the community, and that sharing of information is critical to that process being robust, real and reliable.

We encourage you to stay engaged as we work together to deliver on these plans. This is Future Federation and let's make it continue to be a place we are all proud to call home!

OUR FUTURE COMMITMENTS 24/25



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

- Undertake flood repair and recovery activities as funded.
- Upgrade Floodway Signage.
- Finalise the Asset Management Plan for local roads, bridges, and footpaths.
- Footpath renewal program (Melbourne & Bayly Street, Corowa Road, Mulwala. Gitchell, Walker & Whitehead Street, Corowa. Sturt Street, Howlong.).
- Develop a Masterplan for Memorial Park / Cross Street Reserve Howlong.
- Undertake a sewerage systems capacity review (Corowa, Howlong and Mulwala).
- Develop a Stormwater Drainage Strategy for urban areas.
- Drainage improvements Enfield & Nixon Street, Corowa.
- Finalise the Waste Strategy.
- Progress design for the new Corowa Sewerage Treatment Plant.
- Renew Morundah Park public playground.
- Upgrade MacKnight Park - BBQ, public toilet block and shelter.
- Replacement of Howlong public swimming pool perimeter fence.
- Upgrade Corowa skate park parking and pedestrian access.
- Expansion of Corowa lawn cemetery.
- Solar installation at Victoria Park Urana.
- Upgrade Lowe Square, Howlong electrical supply.



Economic Federation - Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.

- Participate in RAMJO's local skills shortage working group.
- Support and encourage opportunities for increased public and private sector investment across the Council area.
- Ensure the Local Environmental Plan and Growth Strategy considers development of industrial and commercial land precincts.
- Support the delivery of the Regional Economic Development Strategy (REDS) implementation.
- Actively seek opportunities for external funding to support the development of key tourism product.



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

- Continue to work on the delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct masterplans.
- Develop a Tree Management Strategy to respond to changing climate, including development of a tree register for priority recreation reserves.
- Continue to maintain Council's nine cemeteries.
- Develop a Dog Off-leash strategy.



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

- Continue to work with Murrumbidgee Primary Health Network (MPHN) and medical service providers to support the retention and attraction of Primary Healthcare services.
- Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.
- Continue to maintain over 148 sporting grounds, parks and recreation areas across the Council area.
- Deliver the mobile preschool service.
- Provide static library service in Corowa, Howlong and Mulwala and mobile library service in Boree Creek, Oaklands, Rand and Urana.
- Upgrade Corowa Primary School car park.
- LED traffic warning signs at Purtle Park Mulwala.
- Pedestrian safety and mobility improvements at Sanger Street, Corowa.
- Pedestrian safety improvements at Railway Street, Balldale.
- Corowa Well Conservation and Interpretive Facility - Ball Park.



Well-Governed Federation - Strong civic leadership and governance supporting equity across communities and effective communication with residents.

- Ensure Service Reviews include assessment of service levels across Council area and consideration of cross Council and border issues.
- Engage with the Roads Advisory Committee in relation to strategic road plans.
- Implement a planned program to deliver and communicate productivity improvements and cost containment strategies.
- Develop and implement Cyber Security Framework.
- Review the Local Emergency Management Plan.

OUR COUNCILLORS

2021-2024 Councillors



Cr Patrick Bourke
Mayor
Elected to Council 2017,
2021 & 2024



Cr Shaun Whitechurch
Deputy Mayor
Elected to Council 2017
& 2021



Cr Rowena Black
Elected to Council 2021
& 2024



Cr David Fahey OAM
Elected to Council 2021



Cr Sally Hughes
Elected to Council 2021



Cr Andrew Kennedy
Elected to Council 2017
& 2021



Cr Gail Law
Elected to Council 2017
& 2021



Cr David Longley
Elected to Council 2017
& 2021



Cr Aaron Nicholls
Elected to Council 2021

Current Councillors - Period starting 2024



Cr Cheryl Cook
Elected to Council 2024



Cr Rowena Black
Deputy Mayor
Elected to Council 2021
& 2024



Cr David Bott
Elected to Council 2024



Cr Patrick Bourke
Elected to Council 2017, 2021
& 2024



Cr David Harrison
Elected to Council 2024



Cr Andrew Kennedy
Elected to Council 2017, 2021
& 2024



Cr Richard Nixon
Elected to Council 2024

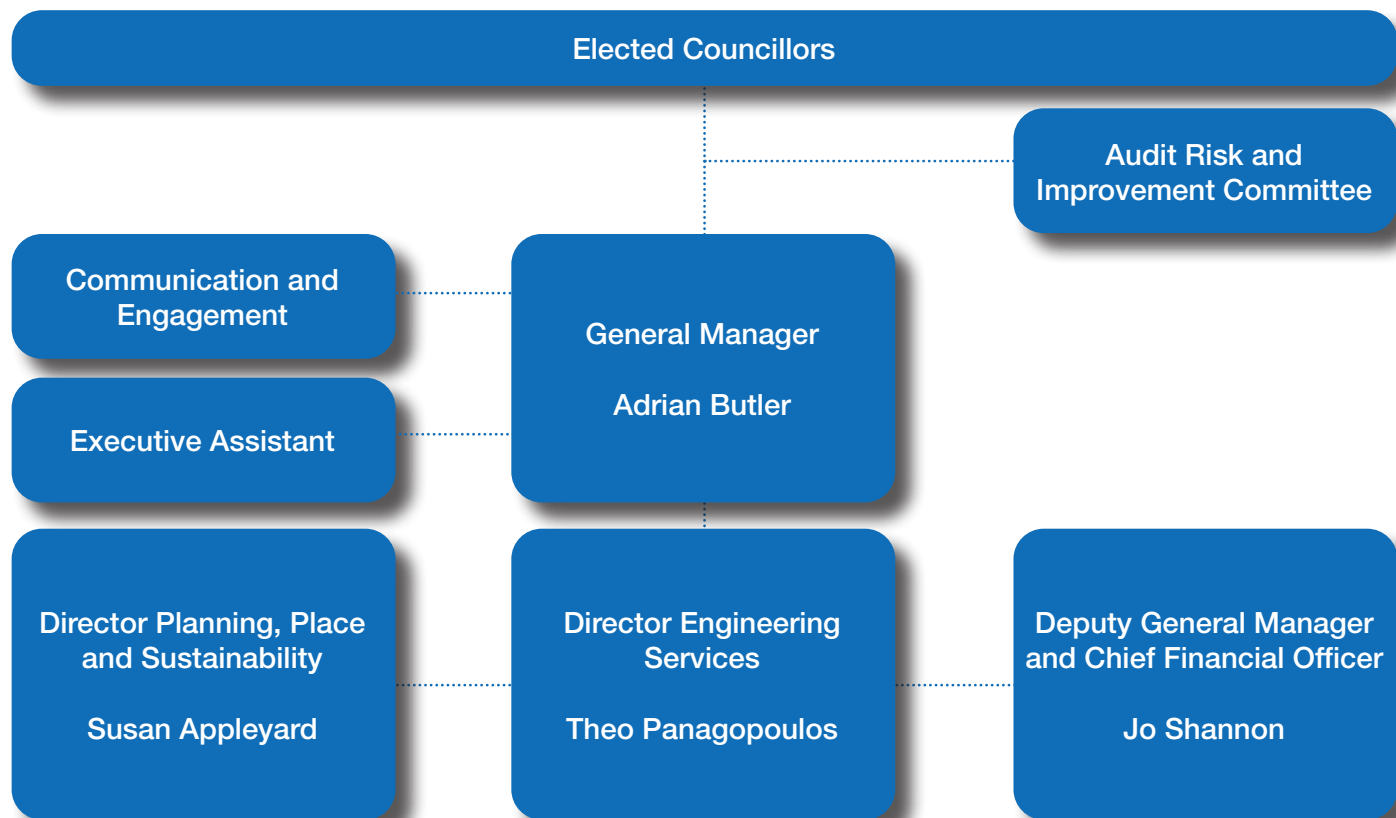


Cr David Schoen
Elected to Council 2024

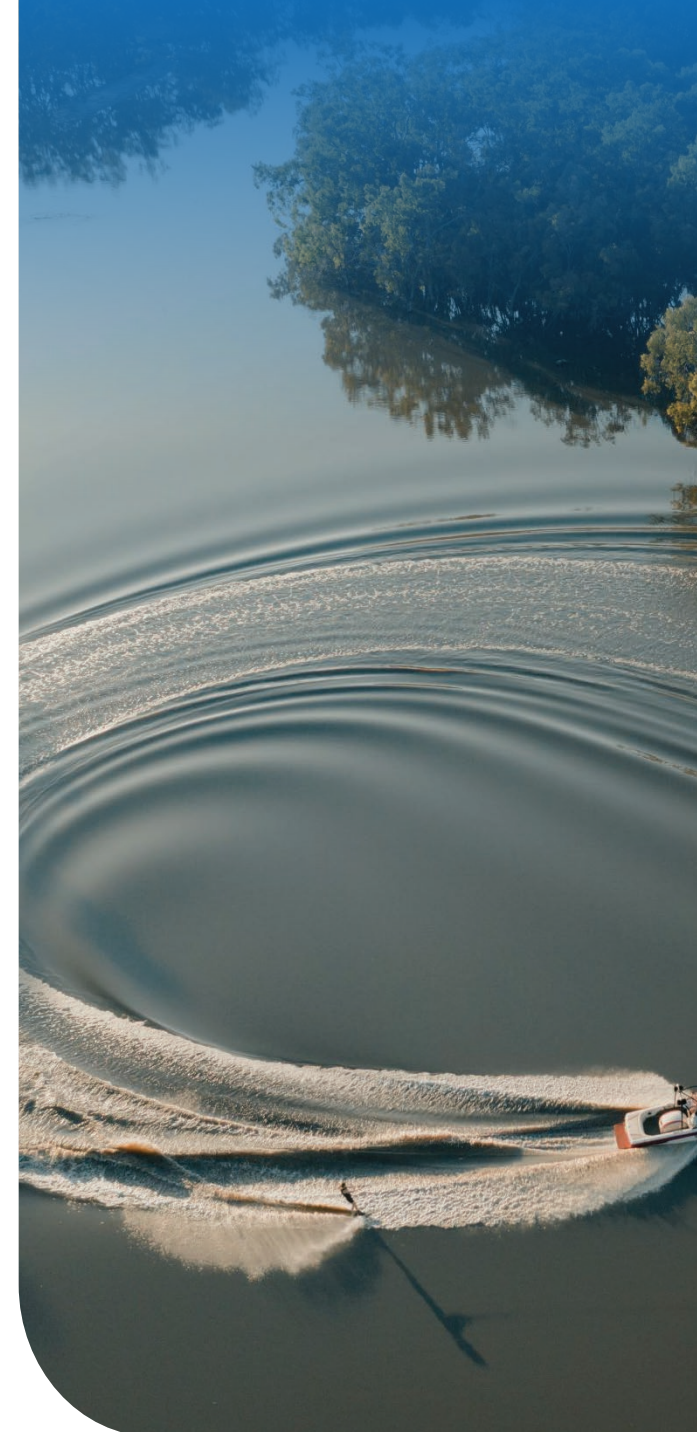


Cr Susan Wearne
Elected to Council 2024

OUR ORGANISATIONAL STRUCTURE



Federation Council comprises of four departments, led by the General Manager, and the senior executive management team.



OUR EXECUTIVE TEAM



Adrian Butler

General Manager

Mr Butler is the General Manager of Federation Council and is responsible for advocacy, leadership, executive and councillor support, civic activities, communication, engagement and Council's business brand marketing.



Jo Shannon

Deputy General Manager & Chief Financial Officer

Ms Shannon is the Deputy General Manager/Chief Financial Officer and is responsible for corporate strategic planning, financial strategy and operations, mobile preschools, community services, community development, economic development, tourism, information services, customer services, people and culture and governance. Jo is a full member of CPA Australia and a graduate of the Australian Institute of Company Directors.



Susan Appleyard

Director Planning, Place & Sustainability

Ms Appleyard is the Director of Planning, Place and Sustainability and is responsible for strategic planning, building control, development assessment services, facilities management and maintenance, urban services and environmental services.



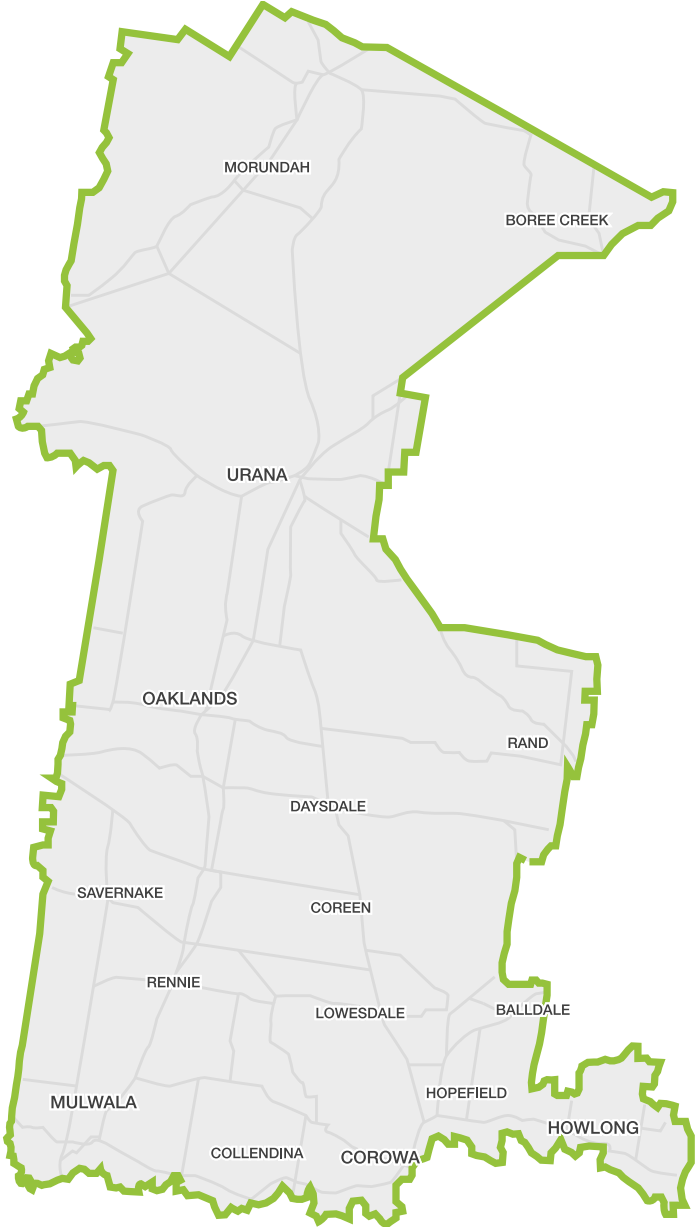
Theo Panagopoulos
Director Engineering Services

Mr Panagopoulos is the Director Engineering Services and is responsible for asset management, project management, road safety, utilities engineering, water and sewer, construction and maintenance of roads, bridges and drainage, waste services, cemeteries and parks and recreation.

OUR COMMUNITY

Federation Council is home to the vibrant and diverse communities of Balldale, Boree Creek, Buraja, Collendina, 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. The Southern Riverina region is one of the most productive wool, grain, pig, lamb and beef cattle growing areas in Australia.



Square km
5,685



Population
12,899



ABOUT THIS PLAN

While the Community Strategic Plan (CSP) sets the community's priorities for the future, this Delivery Program and Operational Plan detail the Council's plan of action for responding to these priorities. The Delivery Program is the Council's roadmap to achieve the objectives within the CSP that are within Council's area of responsibility. It is a four-year plan which includes the Annual Operational Plan, this being a sub plan outlining annual key projects to be delivered to achieve the commitments over the term of the Delivery Program.

Both the Delivery Program and Operational Plan represents the CSP themes of **Built, Economic, Natural, Social and Well Governed** in its outcomes to incorporate the principles of access and equity and social justice.

Council's Resourcing Strategy provides the link between our CSP and Council's Delivery Program and Operational Plan. It outlines how we will meet our obligations now and, in the future, taking into account our workforce, our finances and our assets. This must be prepared for a minimum 10-year period.

The budget is reviewed annually to consider any key priorities and identified risks that might impact on the completion of services and projects. (E.g., Covid-19, loss of key skills, major environmental disaster, loss of funding or investment income through financial market downward fluctuations, change of government, etc.)

The diagram on the next page shows how the various levels of the planning framework connect.



PLANNING AND REPORTING FRAMEWORK

Diagram outlining Council's Planning and Reporting Framework.

Development & Review	PLANS					Reporting	RESOURCING STRATEGY 10 Years Asset Management Plan Workforce Plan Long Term Financial Plan
COMMUNITY STRATEGIC PLAN							
Reviewed for each new Council Term	Built	Economic	Natural	Social	Well-governed	State of our Region Report	
Developed with community	OUTCOMES sought for the community identified					Tabled at second meeting of a newly elected Council for noting.	
Minimum 10-year plan	OBJECTIVES outlines key priorities for the community						
DELIVERY PROGRAM							
For each New Council Term	Built	Economic	Natural	Social	Well-governed	Annual Report	
Developed with Councillors and staff with feedback on draft document sought from the community	DELIVERY PROGRAM GOAL outlines key priorities for Council for the 4-year period					By end of November each year	
	4-year plan ACTIONS outline Council's long-term undertaking to achieve Delivery Plan Goal and CSP objectives						
OPERATIONAL PLAN							
Annual Review	Built	Economic	Natural	Social	Well-governed	Progress Report to Council (Minimum twice yearly).	
Reviewed each year as part of Delivery Program Review	ACTIONS outline Council's key priorities and annual undertaking to achieve Delivery Plan Goal and CSP Objectives						
1-year plans							

HOW WE WILL REPORT ON OUR PROGRESS



Council will report periodically on the progress of the activities undertaken in achieving the strategic objectives.

Key accountability reporting points are:

- Quarterly Budget Review Statements presented to Council.
- Six monthly reports by the General Manager to Council on progress in achieving the actions in the Delivery Program and Operational Plan.
- Annual Report by Council which is prepared after the end of the financial year, reporting achievements for each year, against the Delivery Program and Operational Plan.
- Every four years, tied to the Council election cycle, the State of Our Region Report, is prepared by the outgoing Council and focuses on how effective council has been in delivering its key objectives over the 4-year term. It reports against the high-level strategies and priorities of the CSP and has a community focus, rather than a council one.

This is presented at the second meeting of the incoming Council. The report aims to assist the new Council to undertake a review of the CSP and develop its own Delivery Program for the ensuing four years.

HOW TO READ THIS PLAN

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2024/25 ⁴	Budget 2024/25 ⁵	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry ²										
1.1.1	C	Develop an overarching Asset Management Plan for Council's assets. ³	Asset Management Strategy 2023-2026			MI	✓			
1.1.2	C ¹	Finalise Asset Management Plan for local roads, bridges, and footpaths.	Asset Management Strategy 2023-2026	Asset Management Plan for roads, bridges and footpaths adopted		MI	⇒	⇒	⇒ ⁶	⇒

1. Council's Role in completing the action (control or influence)

2. Community Strategic Plan Key Objective

3. Operational Plan action to be undertaken by Council

4. Operational Plan measure to determine if an action is complete

5. Budget to deliver Operational Plan action

6. Status Update:

The dot points on the following pages represent actions scheduled:

- Scheduled



RESPONSIBLE OFFICER KEY & ACRONYMS LIST

Responsible Officer Key	
DES	Director Engineering Services
DGMCFO	Deputy General Manager & Chief Financial Officer
DPPS	Director Planning, Place & Sustainability
EA	Executive Assistant
FMC	Facilities Management Coordinator
GM	General Manager
GO	Governance Officer
GRO	Grants Officer
HRSO	Human Resources Support Officer
MCE	Manager Communications & Engagement
MCED	Manager Community & Economic Development
MEFR	Manager Environment, Facilities & Regulations
MF	Manager Finance
MFE	Manager Facilities & Environment
MI	Manager Infrastructure
MICS	Manager Information & Customer Service
MO	Manager Operations
MPC	Manager People & Culture
MPD	Manager Planning & Development
MR	Manager Recreation
MU	Manager Utilities
PO	Property Officer
RISO	Risk & Safety Officer
RSO	Road Safety Officer
TLCD	Team Leader Community Development
TLL	Team Leader Library
TLMP	Team Leader Mobile Preschool
VSO	Visitor Services Officer

Council Officers have responsibility for reporting on the progress of actions within the Delivery Program twice per year and for providing relevant reports as required to prepare Council's Annual Report.

Council Officers also have responsibility for delivering the actions within Council's Operational Plan, and associated budget.

Document Acronyms	
CDAT	Community Drug Action Team
CSP	Community Strategic Plan
DCP	Development Control Plan
DIAP	Disability Inclusion Access Plan
EP&A Act	Environmental Protection Act
FACS	Family and Community Services
GROW	Growing Regions of Welcome
IPART	Independent Pricing and Regulatory Tribunal
IP&R	Integrated Planning and Reporting
IWCMP	Integrated Water Cycle Management Plan
LDAT	Local Drug Action Team
LEP	Local Environmental Plan
LGA	Local Government Area
LLS	Local Land Services
LTFP	Long Term Financial Plan
MPHN	Murrumbidgee Primary Health Network
MOU	Memorandum of Understanding
PAMP	Pedestrian Access Management Plan
RAMJO	Riverina and Murray Joint Organisation
RAP	Reconciliation Action Plan
REDS	Regional Economic Development Strategy
RV	Recreational Vehicle
SCCF	Stronger Country Communities Fund
SNSW	Service NSW
SRV	Special Rate Variation
TfNSW	Transport for NSW
WHS	Work Health and Safety
WMS	Workforce Management Strategy

VISIONS & VALUES

CREATING OPPORTUNITY CELEBRATING COMMUNITY

Federation Council will be home to a community rich in spirit, thriving through the opportunities our region provides. Our values are:



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 the community.



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 in our dealings.



RESOURCING THIS PLAN

The CSP outlines the communities long term vision and aspirations and is the highest-level strategic plan for NSW Councils.

This plan details the level of importance that the community places on a range of services and is used to inform Council's priorities across the services that it is responsible for delivering.

The Delivery Program and Annual Operational Plan sets out:

- The functions that Council is required to undertake.
- The services that Council has agreed to provide to residents and ratepayers.
- The strategic initiatives that Council is seeking to deliver in order to progress the strategic objectives in the Community Strategic Plan including programs and projects.

A Resourcing Strategy is developed, prioritising those functions that Council is required to undertake, and clearly articulates how Council will resource what it is seeking to achieve.

The Resourcing Strategy consists of 3 components:

- 1. Long-Term Financial Plan 2024-2034 (LTFFP)** - The LTFFP captures the financial implications of functions that Council is required to undertake, maintenance and renewal of Council's extensive infrastructure assets, and delivery of the services and strategic objectives proposed in the Delivery Program.

- 2. Workforce Management Strategy 2023-2026** – Four-year strategy to document Council's workforce capacity and capability to achieve Council's strategic goals and objectives.
- 3. Asset Management Strategy 2023-2026** – Planning for the sustainability of new and existing assets such as roads, water and sewerage systems, drains, bridges, footpaths, buildings, recreational facilities, parks, and gardens needs to identify assets that are critical to the council's operations with a risk management strategy for each of these.

As part of the process of reviewing the CSP and each of the planning documents, Council will engage with the community and discuss any financial implications that need to take into account such as:

- Are the strategies of the Delivery Program financially achievable?
- How much is the community willing to pay to achieve these objectives?
- Are there other sources of revenue?
- What are the priorities?

Key messages arising from these plans and strategies include:

- A future Special Variation from July 2025 will enhance Council's financial sustainability. If this rate increase is approved, it will provide future benefit and security for our community by ensuring ongoing funding needs for assets can be planned and adequately budgeted for.
- Planning is underway to address water and sewer infrastructure needs in serviced communities.

- Improved asset management practices will ensure that funds invested in assets are used most effectively.
- There are opportunities that Council can harness to address the challenges of an ageing workforce and skills gaps in key areas.
- Investment in Council staff capability will ensure they are better able to deliver on legislative responsibilities and the priorities contained in the Delivery Program.

There are alternate scenarios for a higher cumulative percentage Special Variation, no Special Variation (baseline scenario) and no Special Variation (baseline scenario) with intervention. Details on the recommended scenario and other alternate scenarios can be found in Council's Long Term Financial Plan 2024-2034 (LTFFP).

Residents are encouraged to view the LTFFP 2024-2034, Workforce Management Strategy 2023-2026 and Asset Management Strategy 2023-2026. The above documents can be found on Council's website.

Delivery
Program

2022-2026

Operational
Plan

2024-2025



BUILT
FEDERATION

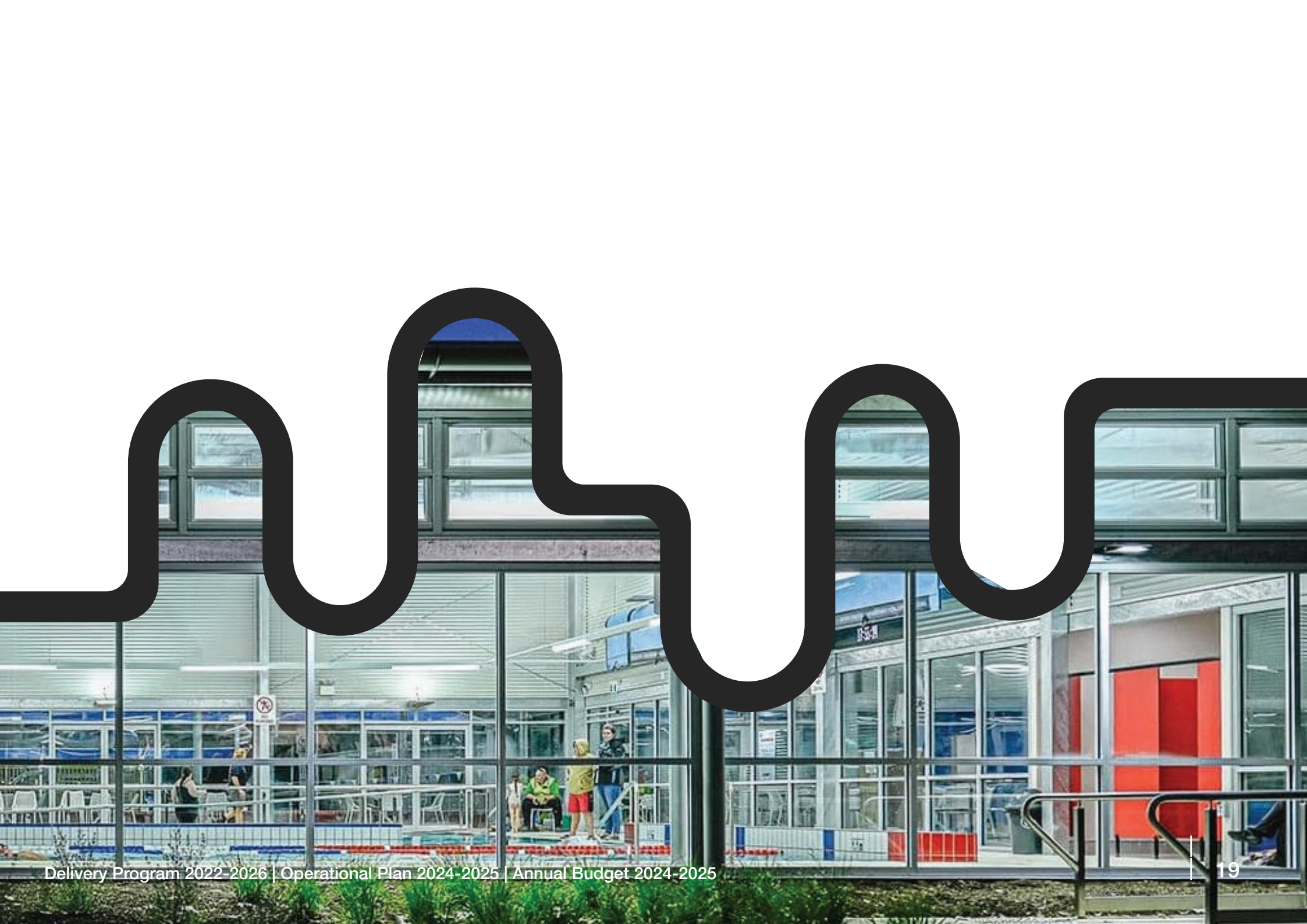
ECONOMIC
FEDERATION

NATURAL
FEDERATION

SOCIAL
FEDERATION

WELL-
GOVERNED
FEDERATION





A photograph of a white water tanker truck parked on a dirt road. The truck is viewed from the rear, showing its large cylindrical tank, ladders, and various pipes. The background consists of tall, leafy trees under a clear blue sky. A large, semi-transparent blue circle is overlaid on the right side of the image, containing the text.

BUILT FEDERATION

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

The dot points on the following
pages represent actions
scheduled:

- Scheduled

What we deliver:

Mandatory functions delivered by Council to achieve the priorities in this area include:

- Asset management systems for all infrastructure.
- Compliance of land developers with Council's Engineering standards and engineering conditions of Development Approvals.
- Provision of safe water that comply with licence requirements.
- Provision of domestic sewerage services that comply with licence requirements.

The discretionary provision of appropriate infrastructure involves maintenance, renewal, and operation of:

- Rural road network including roads, bridges culverts, drains, signage and paths.
- Urban road network including roads, drains, traffic facilities, carparks and kerb and gutter.
- Footpath, shared ways and bicycle paths.
- Council operational and community buildings, facilities, and structures.
- Dams, weirs, levees, flood pumps and flood culverts.
- Quarries, waste management facilities, cemeteries and aerodromes.
- Water supply systems including bores, pumps, water treatment plants, storage reservoirs rising mains, distribution mains, telemetry systems and valves for the towns of Corowa, Howlong, Mulwala and minor systems for Balldale and Daysdale.
- Sewerage systems, including sewerage mains, access pits, pump stations, sewerage treatment plants, and effluents ponds for Corowa, Howlong, Mulwala, Oaklands and Urana.
- Street and public lighting.

We provide a domestic waste, recyclable, and green waste kerbside collection service. We also advocate for the provision of community services provided by government agencies including flood plain management, public transport and telecommunications.

How we measure:

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Unsealed roads graded	km	342	>*	>	>
Sealed roads renewed	km	18.6	>	>	>
Sewer compliance with NSW Environment Protection Authority licence requirements	%	100	100	100	100
Life cycle asset sustainability index for 6 major categories	#	0.80	0.82	0.83	0.84
Water quality meets Australian Drinking Water Guidelines	%	100	100	100	100
Recyclable / organics in kerbside collection	%	80	80	80	80
Waste deposited in landfills	Cubic metres	2,400	2,400	2,350	2,350

* > Greater than the year before.

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry										
1.1.1	C	Develop an overarching Asset Management Plan for Council's assets.	Asset Management Strategy 2023-2026			MI	●			
1.1.2	C	Finalise the Asset Management Plan for local roads, bridges and footpaths.	Asset Management Strategy 2023-2026 / Independent Review	Asset Management Plan for roads, bridges and footpaths adopted	Infrastructure team	MI	●	●	●	●
1.1.3	C	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle, and pedestrian infrastructure.	Asset Management Strategy 2023-2026 / Independent Review	Road hierarchy and asset management strategies adopted	Infrastructure team	MI	●	●	●	
1.1.4	C	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.		Capital Works program implemented	\$4.5M	DES	●	●	●	●
1.1.5	I	Lobby NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong.		Advocacy undertaken	Engineering team	DES	●	●	●	●
1.1.6	I	Lobby NSW Government for an accelerated design program for the construction of the new Lake Mulwala Bridge.		Advocacy undertaken	Engineering team	DES	●	●	●	●
1.1.7	I	Investigate Alternate Heavy Vehicle route for Urana.		Investigation undertaken and reported to Council	Engineering team	DES			●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.1.8	C	Implement Footpath Renewal Program: Melbourne & Bayly Street, & Corowa Road, Mulwala. Gitchell, Walker & Whitehead Street, Corowa. Sturt Street, Howlong.		Funded improvements delivered	\$300,083	MI			●	
1.2 Maintain and improve aquatic, recreational, and other community facilities to meet the needs of residents										
1.2.1	C	Implement a Capital Works renewal and improvement program for aquatic, recreational and other community facilities.		Capital Works program implemented where additional grant funding available	Engineering team	DES	●	●	●	●
1.2.2	C	Develop Masterplan for Memorial Park / Cross Street Reserve Howlong.		Masterplan developed	Carry forward 23/24	MR			●	
1.2.3	C	Implement Urana Caravan Park improvements as funded under the Stronger Country Communities Fund.		Funded Improvements Delivered		MFE		●		
1.2.4	C	Undertake structural upgrades to the Mulwala Pioneer Museum as funded under the Stronger Country Communities Fund.	Asset Management Strategy	Funded improvements delivered	Grant funded	FMC		●	●	
1.2.5	C	Undertake improvements to paving and lighting for the Corowa Civic Bowls Club as funded under the Stronger Country Communities Fund.	Asset Management Strategy	Funded improvements delivered	Grant funded	FMC		●	●	
1.2.6	C	Undertake Oaklands Recreation Reserve – Stage 2 project works as funded under the Stronger Country Communities Fund.	Asset Management Strategy	Funded improvements delivered	Grant funded	MFE		●	●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.2.7	C	Implement accessibility improvements to Howlong Library, Mulwala Library and Corowa Artspace as funded under the Stronger Country Communities Fund.	Asset Management Strategy	Funded improvements delivered	Grant funded	FMC		●	●	
1.2.8	C	Renew Morundah Park Public Playground.		Funded improvements delivered	\$30,000	MR			●	
1.2.9	C	Upgrade MacKnight Park BBQ and Shelter.		Funded improvements delivered	\$35,000	MR			●	
1.2.10	C	Oaklands Hall, Millthorpe Street and Morundah Recreation Reserve Hall.		Funded improvements delivered	\$30,000	MFE			●	
1.2.11	C	Solar Installation at Victoria Park Urana.		Funded improvements delivered	\$20,000	MFE			●	
1.2.12	C	Replace Howlong Public Swimming Pool perimeter fence.		Funded improvements delivered	\$120,000	MEFR			●	
1.2.13	C	Replace MacKnight Park public toilet block, Anna Street Urana.		Funded improvements delivered	\$200,000	MFE			●	
1.2.14	C	Upgrade Corowa Skate Park parking and pedestrian access.		Funded improvements delivered	\$190,000	MI			●	
1.2.15	C	Expansion of Corowa Lawn Cemetery.		Funded improvements delivered	\$250,000	MR			●	
1.2.16	C	Upgrade Lowe Square, Howlong electrical supply.		Funded improvements delivered	\$110,000	MR			●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.3 Maintain and improve water supply service and systems to meet the needs of residents and industry										
1.3.1	C	Implement a Capital Works renewal and improvement program for water services.		Capital Works program implemented	\$5.6M	MU	●	●	●	●
1.3.2	C	Develop water systems capacity review (Corowa, Howlong and Mulwala).		Water system capacity review completed	Utilities team	DES	●	●	●	
1.3.3	C	Implement \$3.8M water infrastructure upgrades for Howlong.		Water Infrastructure updates completed		MU	●	●		
1.3.4	C	Advocate for funding for the renewal of the Mulwala Water Treatment Plant.		Funding opportunities discussed with relevant bodies	Utilities team	DES	●	●	●	
1.3.5	C	Develop long term funding strategy and plan for the renewal of Howlong Water Treatment Plant.		Funding opportunities discussed with relevant bodies	Utilities team	MU			●	●
1.3.6	C	Develop Integrated Water Cycle Management Plan including service review.		Intergrated Water Cycle Management Plan developed	Utilities team	DES		●	●	
1.3.7	C	Complete 2023/24 Balldale Water Project.		Balldale Water project delivered	Grant funded	MU		●	●	
1.4 Maintain and improve sewerage and systems to meet the needs of residents and industry										
1.4.1	C	Implement Capital Works renewal and improvement program fro sewer services.		Capital Works program implemented	\$5.9M	MU	●	●	●	●
1.4.2	C	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment Plant.		Funding strategy completed	Utilities team	DES	●	●	●	
1.4.3	C	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).		Sewerage systems capacity reviewed	Utilities team	MU		●	●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.5 Maintain and improve stormwater and flood protection systems to meet the needs of residents and industry										
1.5.1	C	Implement a Capital Works renewal and improvement program for stormwater services.		Capital Works program implemented	\$253,000	MI/MO	●	●	●	●
1.5.2	C	Develop a Stormwater Drainage Strategy for urban areas.		Stormwater Drainage Strategy developed	Engineering team	MU		●	●	
1.5.3	C	Develop long term works plan for improving stormwater and flood protection systems and seek funding for implementation.		Long term works plan developed and funding sought	Engineering team	MI	●	●	●	
1.5.4	C	Finalise Howlong Corowa and Mulwala Flood Study.		Flood study finalised	Grant funded	DPPS		●	●	
1.5.5	C	Identify improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand.	Urana and surrounding villages Flood Risk Management Plan	Improvements identified	Carry forward 23/24	DPPS		●	●	
1.5.6	C	Undertake investigations (including a levee structural integrity assessment), concept design and detailed design for flood modification measures for Morundah.	Urana and surrounding villages Flood Risk Management Plan	Investigation undertaken, designs prepared	Carry forward 23/24	MI		●	●	
1.5.7	C	Undertake a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.	Urana and surrounding villages Flood Risk Management Plan	Feasibility study undertaken	Carry forward 23/24	DPPS		●	●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.5.8	C	Undertake investigations to confirm potential impacts of extending and upgrading the Urana levee and its alignment and progress to concept design and detailed design.	Urana and surrounding villages Flood Risk Management Plan	Investigation undertaken, designs prepared	Carry forward 23/24	MI		●	●	
1.5.9	C	Upgrade Floodway signage.		Funded improvements delivered	\$150,000	MI			●	
1.5.10	C	Improve drainage, Enfield & Nixon Street, Corowa.		Funded improvements delivered	\$180,000	MO			●	
1.6 Advocate for public transport, telecommunications and energy utilities that meet the needs of residents and industry										
1.6.1	I	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and industry.		Advocacy undertaken	GM Office	GM	●	●	●	●
1.7 Improve waste management services										
1.7.1	C	Actively participate in kerbside collection contract renewal process.		Actions to support Kerbside collection contract renewal process undertaken	Engineering team	MO	●	●	●	
1.7.2	C	Finalise the Waste Strategy.		Waste Strategy adopted	Engineering team	MO		●	●	
1.7.3	C	Conduct community education program to support introduction of three bin system.		Community education program implemented	Funded through RAMJO	MCE		●	●	
1.7.4	C	Introduce three bin system for all Waste collection areas under the joint contract.		Three bin system implemented	\$2.8M	MO		●	●	



ECONOMIC FEDERATION

Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.

What we deliver:

Economic Federation reflects our commitment to support the local economy and attract new businesses and grow employment for the Federation Council region. Whilst not a mandatory service for councils the importance of maintaining some services in this area is often more important for rural councils than larger regional councils.

This sentiment is strongly supported by the community and reflected in recent feedback which highlighted a desire to have greater focus on things such as supporting a collaborative regional approach to economic development and supporting business development as well as enhancing our retail sector.

Whilst there are no mandatory functions of Council in this service area, there is a general acceptance that local councils have a key role in supporting economic development within local communities. Council's Business Units of Corowa Saleyards Agricultural Hub, Corowa Aerodrome and Ball Park and Urana Caravan Parks are also managed under Economic Federation.

How we measure:

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Actions from Economic Development Strategy progressed	%	10%	20%	20%	20%
Corowa Saleyards throughput	head	530,000	556,000	584,000	613,000
Ball Park Caravan Park visitation – increase visitation on previous year	%	10%	10%	10%	10%
Urana Caravan Park visitation - increase visitation on previous year	%	10%	10%	10%	10%

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments										
2.1.1	C	Finalise the Federation Council Growth Management Strategy, ensuring it includes projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	Economic Development Strategy 2021-2025	Growth Strategy adopted	Planning and Development team	DPPS		●	●	
2.1.2	C	Support the GROWing regions of welcome project.		Facilitate regional projects associated with GROW	Economic Development team	MCED		●	●	
2.2 Support workforce development										
2.2.1	C	Participate in RAMJO's local skills shortage working group.	Economic Development Strategy 2021-2025	Number of Working Group meetings attended	People and Culture team	MPC	●	●	●	
2.2.3	C	Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.		Program delivered	Grant funded	MCED		●	●	
2.3 Encourage affordability										
2.3.1	I	Ensure Growth strategy and other long-term planning advocates for the development of new affordable residential land.		Available residential land identified in LEP	Planning and Development team	DPPS	●	●	●	●
2.4 Support inward investment										
2.4.1	I	Support and encourage opportunities for increased public and private sector investment across the Council area.		Public and/or private sector investment encouraged	Whole of organisation	MCED	●	●	●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.4.2	C	Seek public and private sector investment for upgrades to Ball Park Caravan Park.		Path agreed for Public and/or private sector investment	Economic Development team	MCED	●	●	●	●
2.4.3	C	Investigate opportunities to expand Urana Caravan Park.		A report on opportunities to expand is presented to Council	Facilities team	DPSS		●	●	
2.4.4	C	Conduct a feasibility study and market approach for operation of Ball Park Caravan Park as a public private partnership under a long-term lease (subject to Minister approval).		Long term solution entered for development and operation of the caravan park	Carry forward from 2023/24	DGMCFO			●	
2.5 Support entrepreneurship and industrial diversification										
2.5.1	C	Progress sale of industrial land in the Howlong Industrial Estate.		Industrial land parcels sold	Economic Development team	MCED	●	●	●	●
2.5.2	C	Ensure Local Environmental Plan and Growth Strategy considers development of industrial commercial land precincts.	Economic Development Strategy 2021-2025	Industrial land identified in LEP	Planning and Development team	DPSS		●	●	
2.5.3	C	Develop and implement Commercial Activities on Public Land Policy.		Policy adopted by Council	Regulatory team	MEFR			●	
2.6 Support a collaborative regional approach to economic development										
2.6.1	C	Progress actions within the Economic Development Strategy.	Economic Development Strategy 2021-2025	Revised implementation plan adopted	Economic Development team	MCED			●	
2.6.2	C	Support the delivery of the Regional Economic Development Strategy (REDS) implementation.	Albury Wodonga REDS 2023	REDS activities carried out	Economic Development team	MCED		●	●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.6.3	C	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Economic Development Strategy 2021-2025	Active membership and participation	\$26,000	MCE	●	●	●	●
2.7 Support the agricultural industry										
2.7.1	C	Complete delivery of Stage 1 of the Masterplan for the Corowa Saleyards.				MEFR		●		
2.7.2	C	Review the Masterplan for the Corowa Saleyards.		Corowa Saleyards Masterplan updated	Environment and Facilities team	MEFR		●	●	
2.7.3	C	Increase investment in local road maintenance and renewal.		Increased investment in local roads	\$1.6M SRV funds	DES		●	●	
2.7.4	C	Implement Corowa Saleyards Agricultural Precinct new brand, and marketing program.		Corowa Saleyards Agricultural Precinct brand launched	Environment and Facilities team	MEFR		●	●	●
2.7.5	C	Implement mandatory traceability and electronic identification requirements for sheep at the Corowa Saleyards utilising available funding.	State Government legislation	Electronic identification implemented by 1 Jan 2025	Up to \$550,000 from rebate provided by NSW Government	MEFR			●	
2.7.6	C	Explore opportunities to expand the use of the redeveloped saleyards site including new building.		Report on opportunities to expand the use of Saleyards presented to Council	Environment and Facilities team	MEFR			●	●
2.8 Increase tourism										

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.8.1	C	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.		Electronic newsletter distributed	Tourism team	MCE	●	●	●	●
2.8.2	C	Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024.	North of the Murray Destination Marketing Strategy 2020-2024	Actions implemented	Tourism team	MCE	●	●	●	
2.8.3	C	Actively seek opportunities for external funding to support the development of key tourism product.		External funding opportunities identified	Tourism team	MCE	●	●	●	●
2.9 Enhance retail										
2.9.1	C	Identify priority streetscape improvements as identified in the Pedestrian Access Management Plan (PAMP) and seek funding to implement.		Priorities identified and reported to Council	Infrastructure team	MI			●	
2.9.2	C	Support initiatives to encourage residents to shop locally.		Initiatives supported	Economic Development team	MCED	●	●	●	●
2.10 Support business development										
2.10.1	C	Conduct service review of Corowa Aerodrome services.		Service review completed	Operations team	MO		●	●	
2.10.2	C	Progress funding strategy for Masterplan for Corowa Aerodrome.		Funding strategy developed for Corowa Aerodrome Masterplan	Operations team	MO	●	●	●	●
2.10.3	C	Facilitate local business support services in line with Economic Development Strategy.		Support Services facilitated	Economic Development team	MCED	●	●	●	●



NATURAL FEDERATION

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

What we deliver:

Mandatory functions delivered by Council to achieve the priorities in this area are:

- Land-use approvals under the Local Government Act.
- Statutory Land use planning.
- Registration and control of companion animals.
- Cemetery operations.
- Compliance with Biosecurity Act.
- Implement and monitor local litter laws.
- Pest control services.
- Public health services.
- Building services.

There are several discretionary services that Council provides under the Natural pillar. These include:

- Tree management services.
- Road side vegetation management, verge slashing and reserve mowing.
- Street cleaning services.
- Maintenance, renewal and improvement of parks, reserves, street furniture, playgrounds, picnic facilities, gardens and street/ public trees.

How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on each year in Council's Annual Report.

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Development Applications assessed within regulatory time frames	%	80	80	80	80
Value of Construction Certificates and Complying Development Certificates Issued	\$	\$15M	\$15M	\$7M	\$7M
Inspections of registered food premises conducted	#	79	79	79	79
Number of skin penetration inspections	#	6	6	6	6
Number of lost animals reunited with owners	#	20	20	20	20
Biosecurity Area treated - linear reserves (Roads)	km	700	700	700	700
Number of Notices, orders and fines issued	#	20	20	20	20
Number of requests for tree removals	#	20	20	20	20

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
3.1 Provide quality recreational spaces										
3.1.1	C	Adopt updated Lowe Square Howlong Masterplan.				MR	●	●		
3.1.2	C	Seek funding for implementation of Masterplans for key recreation reserves: Lowe Square Howlong, Lonsdale Reserve Mulwala, John Foord Reserve Corowa and Urana Aquatic Centre.		Funding secured for implementation of Masterplans	Recreation team	MR		●	●	●
3.1.3	C	Finalise Urana Aquatic Centre, Urana Caravan Park, JM Smith Nature Reserve and Victoria Park Masterplans.		Masterplan adopted	Recreation team	MFE		●	●	
3.1.4	C	Finalise John Foord Corowa Reserve Masterplan incorporating impact of flood event and new facilities.		Masterplan reviewed	Recreation team	MEFR	●	●	●	
3.1.5	C	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct masterplans.		Progress documented	Engineering team	DES	●	●	●	●
3.2 Ensure attractive and vibrant public spaces										
3.2.1	C	Develop a tree management strategy to respond to changing climate, including development of a tree register for priority recreation reserves.		Tree management strategy developed	\$20,000	MR		●	●	
3.3 Conserve and utilise waterways, and develop their frontages										
3.3.1	C	Progress upgrade to Corowa foreshore (Ball Park Reserve) as funded under the Crown Reserves Improvement Fund.		Corowa foreshore upgrades commenced		DES	●	●		

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
3.4 Conserve and utilise public lands										
3.4.1	C	Continue to maintain Council's nine cemeteries.		Cemeteries maintained	\$220,756	MR	●	●	●	●
3.4.2	C	Finalise generic Crown Land plan of management across Council managed Crown reserves.		Crown Land Plan of Management adopted	Economic Development team	MCED	●	●	●	
3.4.3	C	Develop a dog off-leash strategy.		Strategy adopted	Regulatory team	MEFR			●	
3.4.4	C	Review and update Firewood Collection Mapping		Maps updated	Regulatory team	MEFR				●
3.5 Support responsible land management practices										
3.5.1	I	Partner with Corowa Landcare Partnership to work together on local environmental protection, natural resource management and sustainable agriculture initiatives.		Agreed activities under MOU carried out	Recreation team	MR	●	●	●	●
3.6 Implement consistent and appropriate land use planning strategies										
3.6.1	C	Develop Federation Council Local Environmental Plan after Growth Strategy and Utilities Plan is finalised.		Local Environmental Plan finalised	Planning and Development team	DPSS	●	●	●	●
3.6.2	C	Develop Council wide Development Control Plan.		Development Control Plan approved by Council	Planning and Development team	DPSS		●	●	
3.6.3	C	Review and update developer contribution plans.		Developer contribution plans updated in accordance with EP&A Regulations	Planning and Development team	DPSS	●	●	●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
3.6.4	C	Update Local Strategic Planning Statement.		Local Strategic Planning Statement updated	Planning and Development team	DPPS	●	●	●	●
3.6.5	C	Update Community Participation Plan in accordance with EP&A Act 1979.		Community Participation Plan updated	Planning and Development team	DPPS	●	●	●	





SOCIAL FEDERATION

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

What we deliver:

Social Federation delivers a range of services that help to shape a safer, welcoming, and connected community. Supporting all segments of the community and business sector to gather, thrive, grow and enjoy the lifestyle and opportunities that Federation Council offers its residents.

Mandatory functions delivered by Council to achieve the priorities in this area are:

- Implementation of the Disability Inclusion Action Plan.
- Cemetery management services.
- Volunteer management and coordination.
- Companion animals.
- Regulatory compliance.
- Alcohol free zones.
- Private swimming pool inspections.
- Public health and food safety.

In addition, Council is committed to providing library services in accordance with the Libraries Act 1939. Council provides library services in Corowa, Howlong and Mulwala and a mobile library service in Boree Creek, Daysdale, Oaklands, Rand and Urana.

Other discretionary services to support a safe, close-knit and welcoming community include:

- Federation Youth Council and other youth programs.
- Ageing Well Committee.
- Arts and Culture Committee.
- Traditional owner engagement.
- Mobile preschool service in northern area.
- Community grants program.
- Event management.

- Swimming pools.
- Social housing initiatives.
- Heritage.
- Road safety.
- Advocacy for residential aged care services, health services, schools and childcare and family support services.

How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on annually in Council's Annual Report.

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Youth Council Meetings facilitated	#	6	6	6	6
Disability Inclusion Action Committee Meetings facilitated	#	10	10	10	10
Disability Inclusion Action Plan implementation	% of actions	20%	40%	60%	80%
Visits to library per capita	#	2.4	2.6	2.8	3.0
Visits to Corowa Aquatic Centre per capita	#	2.7	2.8	2.9	3.0

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.1 Encourage an age-friendly environment										
4.1.1	C	Update and implement the Pedestrian Access and Mobility Plan (PAMP).		Plan updated	Engineering Services team	RSO	●	●	●	●
4.1.2	I	Support the work of the Ageing Well Committee.	Ageing Well Strategy 2018-2022	Meetings conducted with Ageing Well Committee	Community Development team	TLCD	●	●	●	●
4.1.3	C	Renew and implement the actions within the Ageing Well Strategy.	Ageing Well Strategy 2018-2022	Scheduled actions implemented	\$5,000 + Whole of organisation	TLCD	●	●	●	●
4.1.4	C	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Ageing Well Strategy 2018-2022	Event held	\$7,000 + Community Development team	TLCD	●	●	●	●
4.1.5	C	Finalise purchase of Billabidgee Units Urana land.				MCED	●	●	●	
4.1.6	I	Continue to work with Murrumbidgee Local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.		PHN liaison	Community Development team	MCED	●	●	●	●
4.2 Improve healthcare										
4.2.1	C	Host interagency meetings with service providers delivering outreach services in the Federation Council area.		Meetings held	Community Development team	MCED	●	●	●	●
4.3 Support young people										
4.3.1	C	Support the work of the Youth Council.		Meetings held	Community Development team	TLCD	●	●	●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.3.2	C/I	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.		Directory updated and circulated	Community Development team	TLCD	●	●	●	●
4.3.3	C	Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.		Youth Strategy developed	Grant funded	TLCD	●	●	●	
4.3.4	C	Continue to provide sponsorship for Federation Annual Schools Program to provide financial support to local young people towards the cost of learning and activities whilst at school.		Sponsorship provided	\$1,000	EA	●	●	●	●
4.3.5	C	Upgrade Corowa Primary School car park.		Funded improvements delivered	\$60,000	MI			●	
4.3.6	C	Install LED traffic warning signs at Purtle Park Mulwala.		Funded improvements delivered	\$45,000	MI			●	●
4.4 Support access to quality education										
4.4.1	I	Advocate for the preservation of schools in rural communities.		Advocacy undertaken	GM Office	GM	●	●	●	●
4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs										
4.5.1	I	Support the work of the Primary Prevention Team.		Funded activities implemented	\$6,573	TLCD	●	●	●	●
4.5.2	C	Continue to seek funding through the LDAT and CDAT programs to deliver actions from the Federation Primary Prevention Action Plan.		Auspice provided	\$10,000	TLCD		●	●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.6 Provide sport and recreational opportunities										
4.6.1	C	Continue to maintain over 148 sporting grounds, parks and recreation areas across the Council area.		Existing sporting grounds, parks and recreation areas maintained	\$1,720,480	MR	●	●	●	●
4.6.2	C	Continue to maintain and operate swimming pools in Corowa, Howlong, Oaklands and Urana.		Four aquatic centres operated	\$1,453,998	MEFR/MFE	●	●	●	●
4.6.3	C	Continue to maintain skateparks in Howlong, Corowa and Urana		Three skateparks maintained	Parks and gardens team	MR	●	●	●	●
4.6.4	C	Seek grant funding for community-led sport and recreational projects where consistent with masterplans.		Funding applications submitted	Community and Economic Development team	MCED	●	●	●	●
4.7 Support childcare and family services										
4.7.1	C	Support awareness and access to the Family and Children's Services Directory.		Directory awareness activities conducted	Community Development team	TLCD	●	●	●	●
4.7.2	C	Deliver the mobile preschool service.		Service provided	\$380,000	TLMP	●	●	●	●
4.7.3	C	Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.		Contributions provided	\$9,000	MCED	●	●	●	●
4.7.4	I	Ensure long term plans enable child care services to support Mulwala and other communities.		Plans recognise local child care needs	Development and Environmental Services team	DPSS	●	●	●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.8 Encourage community pride and spirit										
4.8.1	C	Conduct Community Grants Program.				TLCD	●	●		
4.8.2	C	Update the New Residents Kit, circulate and make available online.		New Residents Kit updated	Community Development team	TLCD		●		●
4.8.3	C	Continue to promote and encourage use of the free online community directory.		Online community directory promoted	Community Development team	TLCD	●	●	●	●
4.8.4	C	Develop and implement a management framework to support the valued work of volunteers.		Framework developed	People & Culture team	MPC	●	●	●	
4.9 Ensure community safety										
4.9.1	C	Continue the delivery of the Road Safety Program.		Annual Program implemented	\$48,941	RSO	●	●	●	●
4.9.2	C	Review and implement Council's Alcohol Free and Prohibited Zones.	Local Government Act 1993	Alcohol free and prohibited zones revised and adopted	Regulatory team	MEFR				●
4.9.3	C	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.	Various legislation and Council's Compliance and Enforcement Policy	Matters responded to within Customer Service Charter timeframes	Regulatory team	MEFR	●	●	●	●
4.9.4	C	Implement the actions in the Companion Animal Management Plan	Companion Animals Act	Plan implemented	Regulatory team	MEFR	●	●	●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.9.5	C	Review and update the Companion Animal Management Plan	Companion Animals Act	Plan updated	Regulatory team	MEFR				●
4.9.6	C	Review and update the Keeping of Animals Local Orders Policy	Local Government Act 1993	Plan updated	Regulatory team	MEFR				●
4.9.7	C	Pedestrian safety and mobility improvements at Sanger Street, Corowa.		Funded improvements delivered	\$60,000	MI				●
4.9.8	C	Pedestrian safety improvements at Railway Street, Balldale.		Funded improvements delivered	\$65,000	MI				●
4.10 Celebrate the area's rich culture and heritage										
4.10.1	C	Develop and implement a Reconciliation Action Plan (RAP) for the Federation Council area.		RAP developed	Community Development team	MCED	●	●	●	●
4.10.2	C	Deliver actions from the Arts and Cultural Strategy.	Arts & Culture Strategy 2021-2025	Scheduled actions implemented	\$5,000	TLCD	●	●	●	●
4.10.3	C	Continue to progress Council's Friendship Agreement with Miki City.		Visit hosted	\$5,000	TLCD	●	●	●	●
4.10.4	I	Continue to support the Federation Museum.		Plans recognise opportunity for development of Federation Museum	Community and Economic Development team	MCED	●	●	●	●
4.10.5	C	Maintain membership of a regional arts body.		Membership maintained	\$14,600	TLCD	●	●	●	●
4.10.6	C	Corowa Well Conservation and Interpretive Facility - Ball Park.		Funded improvements delivered	\$335,000	MI				●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.11 Work to address disadvantage in all its forms										
4.11.1	C	Continue to implement, monitor, and review the Disability Inclusion Action Plan.	Disability Inclusion Action Plan	Scheduled actions implemented	\$5,000	TLCD	●	●	●	●
4.11.2	C	Continue mandatory Pensioner Concession Scheme.		Pensioner concession provided	\$635,000	MF	●	●	●	●
4.11.4	C	Review the Hardship Policy to be more responsive and practical.		Revised Hardship Policy adopted by Council	Finance team	MF			●	
4.12 Provide library services and programs accessible to all residents and visitors										
4.12.1	C	Provide static library service in Corowa, Howlong and Mulwala and mobile library service in Boree Creek, Oaklands, Rand and Urana.		Library services provided	\$726,000	TLL		●	●	●
4.12.2	C	Encourage library membership by promoting the range of services available.		Library membership promoted	Library services team	TLL	●	●	●	●
4.12.3	C	Deliver school holiday programs across the Council area.		Program delivered	Library services team	TLL	●	●	●	●
4.12.4	C	Provide a free delivery service to housebound library patrons.		Service provided	Library services team	TLL	●	●	●	●



WELL-GOVERNED FEDERATION

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

What we deliver:

Underpinning all of Federation Council's services requires much work behind the scenes that does not always have a visible presence to most of our customers. These functions facilitate planned, resourced, efficient and transparent systems to form the foundations of our programs and services that enable our community to function and thrive.

The community expects responsible and transparent decision making with a focus on public conversations and ownership. Council's role as a visionary regional leader, service provider, partner and promoter draws together the skills and resources of other government agencies, businesses and community organisations to contribute to making the Federation of tomorrow even better than it is today. This area includes our Councillors, executive management team, and our supporting functions such as financial services, procurement, information technology, communications and engagement, and customer service.

It also includes regulatory contributions to the NSW Government for bushfire and emergency services and local government election costs.

This service grouping supports a range of mandatory functions of Council including:

- Management of the organisation's governance framework including delegations, policies, corporate compliance.
- Corporate planning and reporting (IP&R).
- Records/information management.
- Privacy Management and Access to information.
- Audit Risk and Improvement Committee.
- Risk Management and Insurance.
- Financial Services.

- Human Resources management.
- Work Health and Safety.
- Performance Management.
- Health and Wellbeing.
- Dispute Resolution and Industrial Relations.
- Learning and Development.
- Information Technology.
- Internal and External Audits.
- Councillor services.
- Citizenship ceremonies.
- Council elections.

- Emergency Management.
- Customer Services, including emergency call out.
- Communications and Engagement.
- Marketing and Advertising.

This area has few discretionary activities. Those that are included are:

- Service NSW agency in Corowa.
- Centrelink Agency in Urana.

How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on annually in Council's Annual Report.

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Respond to GIPA requests within required time-frames.	%	100	100	100	100
Six monthly performance reports to Council provided in accordance with legislation	#	2	2	2	2
Number of Audit Risk and Improvement Committee meetings held	#	5	5	5	5
Number of public liability/professional indemnity insurance claims accepted	#	<5	<5	<5	<5
Council business papers provided in accordance with Code of Meeting Practice	%	100	100	100	100
Number of Code of Conduct complaints about Councillors or the General Manager received and reported	#	<3	<3	<3	<3
Operating performance ratio (General Fund)	%	-23.59	-18.11	-11.89	-4.98
Unrestricted current ratio (General Fund)	#	2.92	2.97	3.01	3.07
Councillors and staff participation in Cyber training exercises.	%	>80	>80	>80	>80

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.1 Ensure rates and fees are in line with community needs.										
5.1.1	C	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.				MF	●			
5.1.2	C	Implement Temporary Special Rate Variation investing in road maintenance and renewal and supporting the financial sustainability of council.	Long Term Financial Plan 2024-2034	Approved Temporary SRV implemented in 2023/24 and 2024/25	Corporate Services team and Financial services team	DGM/CFO	●	●	●	
5.1.3	C	Undertake annual reporting of expenditure relating to the approved Special Rate Variations.	Long Term Financial Plan 2024-2034 / Independent Review	Report on expenditure in Annual Report	Financial services team	MF		●	●	
5.1.4	C	Engage with the community when setting annual fees and charges.		Community engagement strategy implemented	Communications team and Financial services team	MCE	●	●	●	●
5.1.5	C	Progress SV Application 25/26 to support the financial sustainability of Council.	Long Term Financial Plan 2024-2034	SV Application for 2025/26 submitted	Whole of organisation	DGM/CFO			●	
5.1.6	C	Review water and sewerage service pricing to meet sound pricing and prudent financial management principles.	Long Term Financial Plan 2024-2034 / Regulatory and assurance framework for local water utilities	Water and sewerage pricing renewed	Public works contract	MU			●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.1.7	C	Progress review of pricing to send better price signals.	Long Term Financial Plan 2024-2034 / Independent Review	Report on pricing review presented to Council	Finance team	MF			●	●
5.1.8	C	Review of existing rating categories to ensure equitable collection of income.		Review completed	Finance team	MF	●	●	●	●
5.2 Work toward the equitable servicing of all areas.										
5.2.1	C	Ensure Service Reviews include assessment of service levels across Council area and consideration of cross Council and border issues.		Three service reviews completed demonstrating assessment	Whole of organisation	GM	●	●	●	●
5.3 Ensure good governance and administration.										
5.3.1	C	Review delegations from Council to the Mayor and General Manager.		Delegations reviewed by Council	Governance team	GO	●		●	
5.3.2	C	Review delegations from General Manager to staff.		Delegations reviewed	Governance team	GO	●		●	
5.3.3	C	Review delegations from Council to Committees.		Delegations reviewed by Council	\$10,000	MPC		●	●	
5.3.4	C	Review Council Policy Framework.		Framework review completed	Governance team	GO	●	●	●	
5.3.5	C	Review Open Access records.		Agency Information Guide updated	Governance team	GO	●	●	●	●
5.3.6	C	Review Privacy Management Plan.		Privacy Management Plan adopted by Council	Governance team	GO	●	●	●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.3.7	C	Review Delivery Program/ Operational Plan.		Delivery Program adopted	Whole of organisation	GO	●	●	●	●
5.3.8	C	Prepare Annual Report.		Annual report published	Whole of organisation	GM	●	●	●	●
5.3.9	C	Review of Community Strategic Plan for new Council.	Community Engagement Strategy	Community Strategic Plan reviewed	Whole of organisation	GM			●	
5.3.10	C	Develop Delivery Program for new Council.		Delivery Program adopted	Whole of organisation	GM			●	
5.3.11	C	Develop Councillor Professional Development program.		Professional Development program developed	\$60,000	GM	●		●	
5.3.12	C	Introduce framework for managing council's obligations under the Modern Slavery Act 2018		Framework developed	Corporate Services team	DGM/CFO	●	●	●	
5.3.13	C	Standardise practices to meet Child Safe Standards.		Policy adopted by Council	Corporate Services team	DGM/CFO	●	●	●	
5.3.14	C	Progress recommendations from Independent Review following Council adoption of recommended actions.		Reccomendations implemented	Whole of organisation	GM		●	●	●
5.4 Ensure extensive communication and consultation with residents.										
5.4.1	C	Develop Community Engagement Strategy in accordance with legislation.	Community Engagement Strategy	Community engagement strategy adopted by Council	Carry over 23/24	MCE		●	●	
5.4.2	C	Implement Community Engagement Strategy.		Community engagement conducted in accordance with adopted strategy	Communi-cations team	MCE		●	●	●

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.4.3	C	Implement internal Communication & Engagement Strategy.		Internal communications strategy adopted	Communications team	MCE	●	●	●	●
5.5 Ensure quality customer service.										
5.5.1	C	Review the Customer Service Charter and implement associated actions to improve the customer experience.	Independent Review	Updated Customer Service Charter adopted by Council	Corporate Services team	DGM/CFO		●	●	
5.5.2	C	Maintain a user-friendly customer request system.		Customer request system	Customer service team	MICS	●	●	●	●
5.5.3	C	Implement two yearly customer satisfaction surveys to understand strengths and areas for improvement.	Independent Review			MCE		●		●
5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.										
5.6.1	C	Implement a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement.		Specific service reviews TBC	Whole of organisation	GM	●	●	●	●
5.6.2	C	Implement Workforce Management Plan.	Workforce Management Strategy 2023-2026	Scheduled actions implemented	People and culture team	MPC	●	●	●	●
5.6.3	C	Implement Long Term Financial Plan and associated strategies.	Long Term Financial Plan 2023-2033 / Independent Review	Scheduled actions implemented	Financial services team	DGM/CFO	●	●	●	●
5.6.4	C	Implement new Audit and Risk Management Framework components as legislated.	Risk Management Strategy	Legislated components implemented	Governance team	DGM/CFO		●	●	●
5.6.5	C	Develop Internal Audit Charter.		Internal Audit Charter adopted by Council	Audit, Risk and Improvement Committee and Governance team	DGM/CFO		●	●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.6.6	C	Develop and maintain Strategic Risk Register.	Risk Management Strategy	Strategic Risk Register presented to Council	Corporate Services team	DGM/CFO	●	●	●	●
5.6.7	C	Conduct Annual Insurance renewals.		Insurance renewed	\$910,000	RISO	●	●	●	●
5.6.8	C	Develop climate change adaptation plan.		Climate change adaptation plan adopted by Council	Whole of organisation	DGM/CFO	●		●	
5.6.9	C	Engage with the Roads Advisory Committee in relation to strategic road plans.		Meetings conducted with Roads Advisory Committee	Engineering Services team	DES	●	●	●	●
5.6.10	C	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies.		Strategies communicated to the community	Corporate Services team and Communications team	DGM/CFO	●	●	●	●
5.6.11	C	Develop and implement cyber security framework.		Framework developed and implemented	Information Technology team	MICS		●	●	●
5.6.12	C	Implement enhancements to Council information and operational technology networks.		Enhancements implemented	Information Technology team	MICS		●	●	
5.6.13	C	Undertake service review of Corowa Aquatic Centre	Corowa Aquatic Centre Business Plan			MEFR		●		
5.6.14	C	Implement a project management framework that results in more effective solutions and better community outcomes.		Framework implemented	Carry forward of 2023/24	DES			●	

Action Code	Control or Influence	Operational Plan Action	Strategy (Where Applicable)	Operational Plan Measure 2024/25	Budget 2024/25	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.7 Provide effective asset management.										
5.7.1	C	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Asset Management Strategy 2023-2026 / Independent Review	Asset Management Improvement Plan implementation reported to Council	Engineering Services team	MI	●	●	●	●
5.7.2	C	Develop and implement Strategic Asset Management Plan.	Asset Management Strategy 2023-2026 / Independent Review	Strategic Asset Management Plan updated and adopted by Council	Engineering Services team	MI	●	●	●	●
5.7.3	C	Undertake a condition assessment of Council local roads.		Assessment undertaken	Carry forward of 2023/24	MI			●	
5.8 Ensure appropriate emergency management.										
5.8.1	C	Coordinate the Local Emergency Management Committee.		Local Emergency Management Committee meets legislative requirements	Engineering Services team	DES	●	●	●	●
5.8.2	C	Review the Local Emergency Management Plan.		Local Emergency Management Plan reviewed and adopted	Engineering Services team	DES		●	●	
5.8.3	C	Provide After Hours Emergency Response.		After Hours Emergency Response provided	Engineering Services team	MO	●	●	●	●
5.8.4	C	Undertake flood repair and recovery activities as funded under government disaster funding arrangements and proceeds from insurance.		Flood repair and recovery activities undertaken	Financial impact of flood event still under assessment	MEFR/DES		●	●	●

Annual
Budget

2024-2025

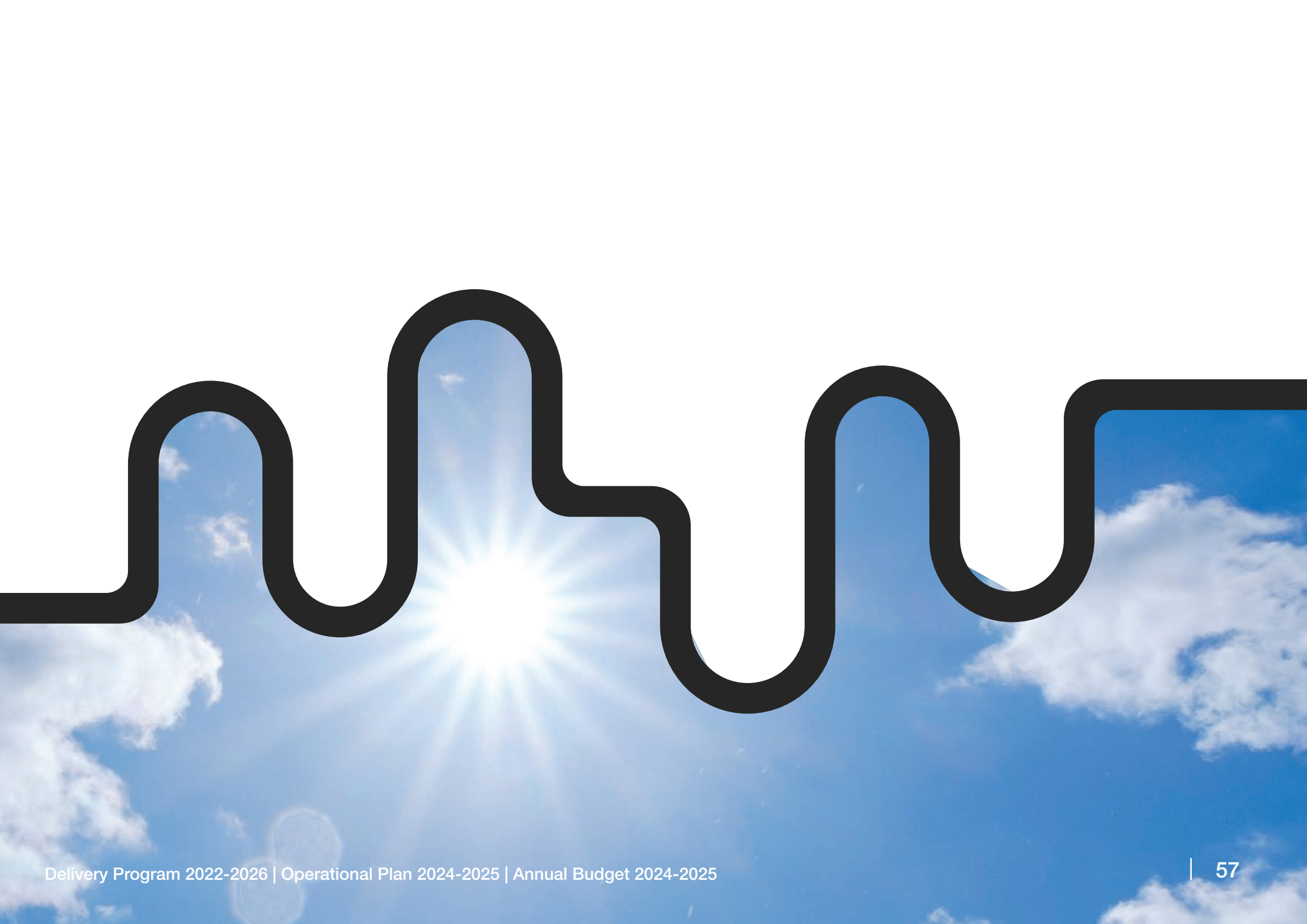
**BUILT
FEDERATION**

**ECONOMIC
FEDERATION**

**NATURAL
FEDERATION**

**SOCIAL
FEDERATION**

**WELL-
GOVERNED
FEDERATION**





OVERVIEW

Budget Objectives

The objectives of the Federation Council Annual Budget are to:

- Provide resources for the delivery of services and initiatives contained in the Delivery Program and Annual Operational Plan.
- Provide direction to Council officers on the funds available to implement Council's plans.
- Provide a basis for transparency and accountability.
- Meet the requirements of the Office of Local Government (OLG) Integrated Planning and Reporting (IP&R) framework.

Budget Principles

Consistent with the requirements of Section 8B of the Local Government Act 1993, Council has applied the following principles of sound financial management in preparing plans for 2024/25 and future year estimates:

- Council spending should be **responsible and sustainable, aligning general revenue and expenses**.
- Council should **invest in responsible and sustainable infrastructure** for the benefit of the local community.
- Council should have **effective financial and asset management**, including sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions and risk management practices.

- Councils should have regard to **achieving intergenerational equity**, including ensuring policy decisions are made after considering their financial effects on future generations and the current generation funds the cost of its services.

Of note in 2024/25, particular emphasis has been placed on the following matters:

- Recommendations from the recent independent review by Professor Joseph Drew of the University of Newcastle.
- Renewal of existing assets not new assets, particularly with roads and drainage.
- Focus on asset maintenance.
- Emphasis on accommodating needs before wants.
- Pricing review to send "appropriate price signals".
- Council's current financial position and the constraints resulting from Council's unrestricted cash balance.

Further detail on how these principles have been applied is contained in the Long Term Financial Plan.

ANNUAL BUDGET FINANCIAL PERFORMANCE

Financial Summary (\$'000)		FY24/25
Income Statement		
Total Income from Continuing Operations		52,631
Total Expenses from Continuing Operations		55,045
Operating Result from Continuing Operations Surplus/(Deficit)		-2,414
Grants and Contributions for Capital Purposes - Cash		1,113
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)		-3,527
Balance Sheet		
Total Assets		614,718
Total Liabilities		21,228
Net Assets		593,489
Total Equity		593,489
Cash Flow Statement		
Net Cash Provided by (or used in) Operating Activities		13,825
Net Cash Provided by (or used in) Investing Activities		-18,136
Net Cash Provided by (or used in) Financing Activities		-1,458
Net Increase/(Decrease) in Cash Assets Held		-5,769
Cash and Cash Equivalents at Beginning of Reporting Period		29,859
Cash and Cash Equivalents at End of Reporting Period		24,090
Capital Works Statement Projections		
Sealed Roads		2,930
Stormwater drainage		91
Sewerage		5,901
Water		5,577
Plant, machinery and equipment		2,377
Computers and telecommunications		280
Landfill cells		415
Additional Capital Works due to SRV		1,730
Total Capital Works		19,301

Breakdown

Operating Statement

Income Statement Projections (\$'000)	FY24/25
Income from Continuing Operations	
Rates and Annual Charges	22,559
User Charges and Fees	10,301
Interest and Investment Revenue	1,551
Other Revenues	410
Grants and Contributions for Operating Purposes	16,427
Grants and Contributions for Capital Purposes - Cash	1,113
Net Gains from the Disposal of Assets	270
Total Income from Continuing Operations	52,631
Expenses from Continuing Operations	
Employee Costs	19,195
Borrowing Costs	524
Materials and Services	19,285
Depreciation	15,421
Other Expenses	620
Total Expenses from Continuing Operations	55,045
Operating Result from Continuing Operations Surplus/(Deficit)	-2,414
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	-3,527

Operating Income

Council is budgeting to receive \$52.63 million in operating income in the financial year 2024/25. This is an increase of \$6.35 million or 13.72% on 2023/24 budgeted income. It is inclusive of 17% temporary Special Rate Variation increase for 2024/25 and expected increases to Financial Assistance Grants.

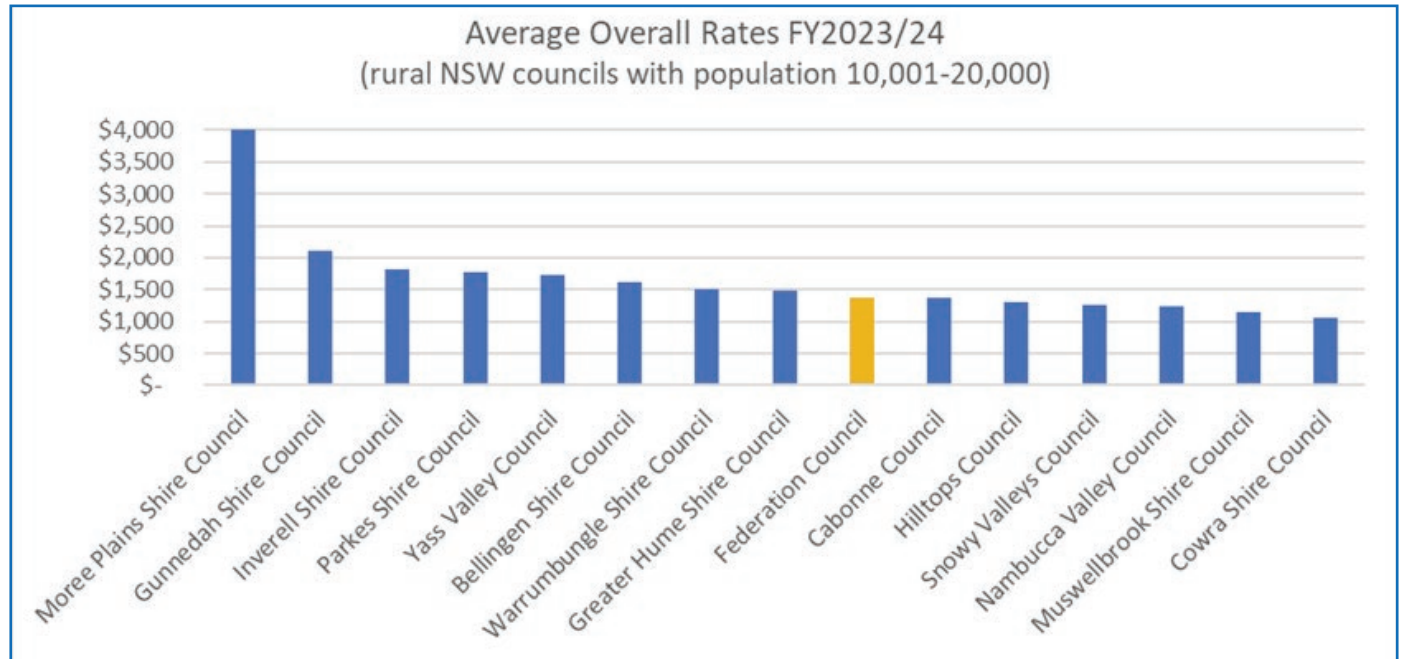
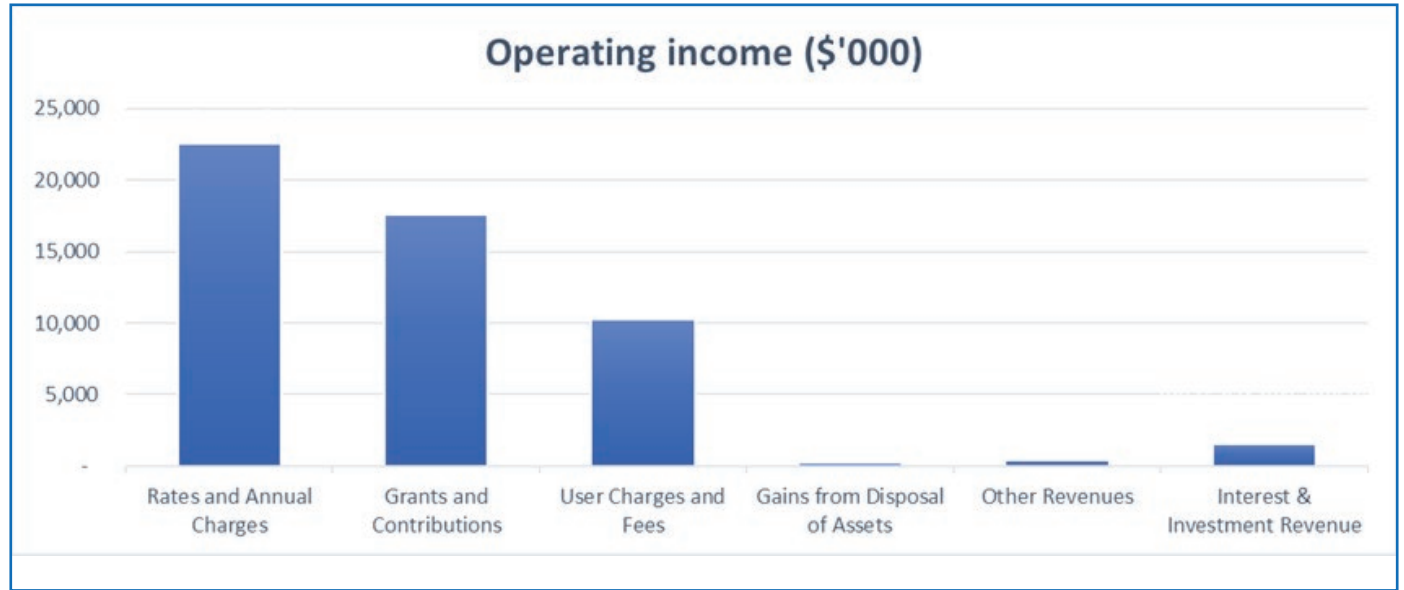
Operating income is derived from a number of sources as detailed in the following pages.

Rates and Annual Charges

Council collects rates and various annual charges from relevant property owners. General rates are levied on assessable land across the Federation Council area. In addition, Council also charges annual contributions for access to specific services such as water, sewerage and kerbside waste collection.

With general rates, the annual increase to the total general rates that may be levied by Council is regulated by IPART through the 'rate pegging' system. The rate peg applies to Council's general income in total rather than individual ratepayers' rates. Councils can determine how to allocate this increase between different ratepayer categories. Individual rates are also affected by other factors, such as land valuation. Therefore, an individual ratepayer's rates may increase by more or less than the rate peg amount.

When compared to other NSW rural councils with population between 10,000 and 20,000, Federation Council's average overall rates are mid-range, as reported in the graph to the right.



Based on the 2024/25 increase in rates being applied only at ad valorem and maintaining the base rate, the average rates for financial year 2024/25 would increase as detailed in the following table.

	FY2023/24 Average Rates	FY2024/25 Average Rates	Average Increase	Average Rural Councils
R	\$874	\$961	\$87	\$1,031
F	\$3,988	\$5,357	\$1,369	\$3,925
B	\$1,659	\$1,785	\$126	\$2,942

R - Residential F - Farmland B - Business

Financial year 2024/25 will be the second and final year of the temporary Special Rate Variation increase approved by IPART in June 2023. The percentage rate increase applies to the total general rates income that may be collected by Council rather than an individual ratepayers' rates. Individual rates are also affected by other factors, such as changes in land valuation relative to other properties. Accordingly, an individual ratepayer's rates may increase by more or less than the percentage rate increase amount.

Since harmonisation of the rates from the former Corowa Shire Council and Urana Shire Council in July 2021, aside from the SRV for the Corowa Aquatic Centre, annual rate increases have been applied at the category level. This has assisted to lower fluctuations in general rates levied from year to year. This has also resulted in variations to the rates contributions made by different rating categories where land values have changed relative to other rating categories.

This year, a number of options for applying the rate increase were included in the draft Revenue Policy for consideration.

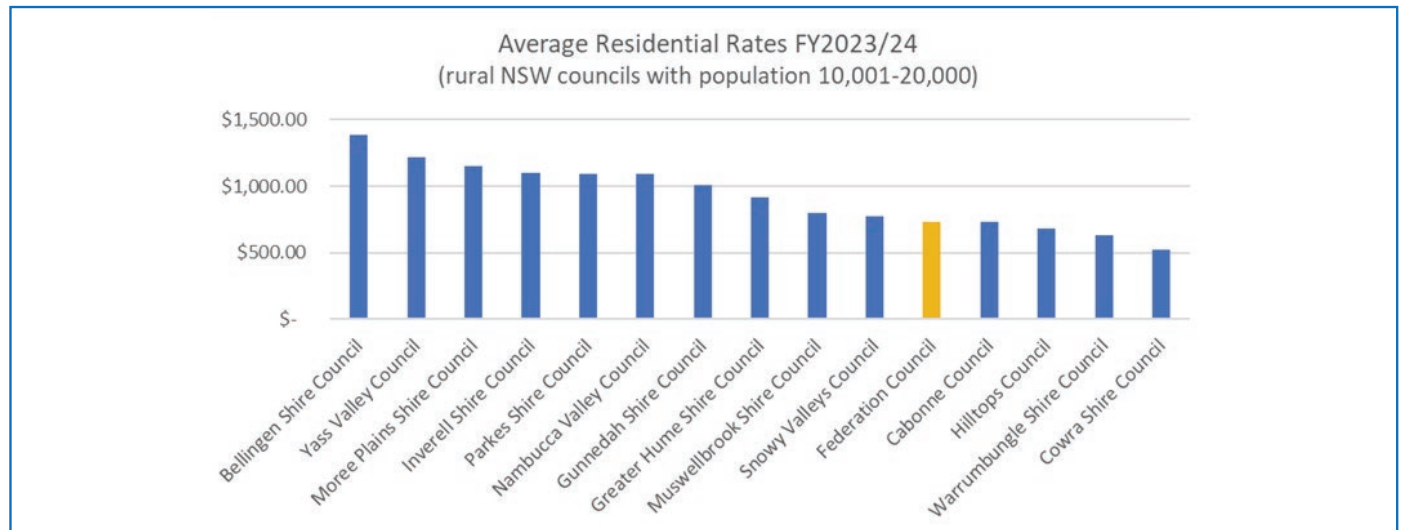
The options vary the base rate payable for each property assessment, with the balance of rates to be levied based on the ad valorem rates. Council adopted the option that maintains the base rate with the balance of the total general rates to be collected through the ad valorem.

Council applied the total temporary SRV increase of 17% for 2024/25, which includes the rate peg of 4.5%, effectively an increase of 12.5% above the rate peg.

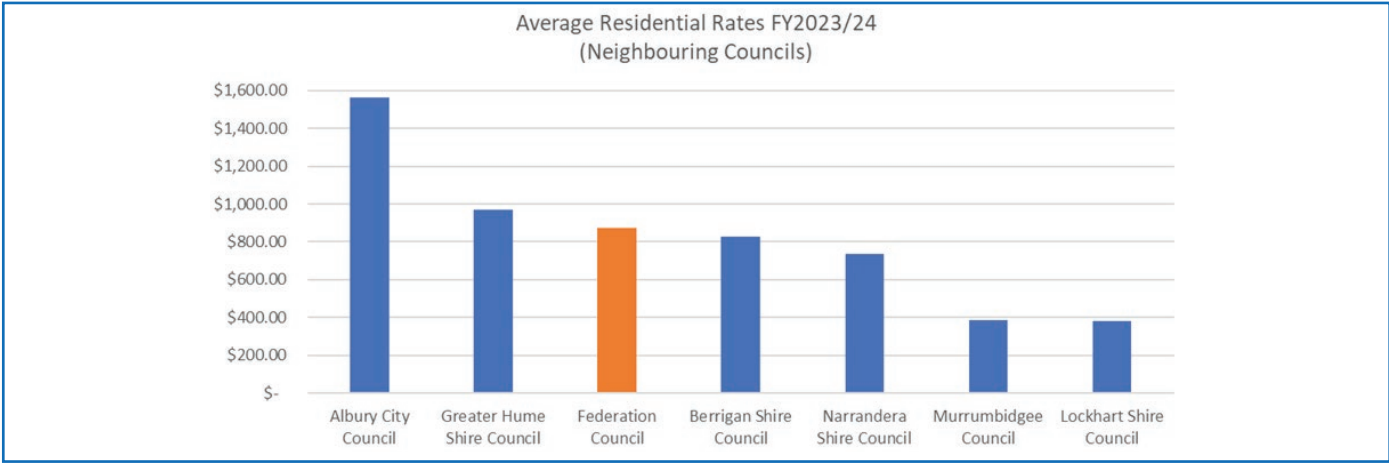
The following pages illustrate the impact on ratepayers, by rating category, based on the average rates and comparing to other similar rural councils. The modelling uses actual averages for 2022/23 uplifted by the announced rate pegs and any approved SRVs and a 3.5% increase in forward years.

Impact on residential ratepayers

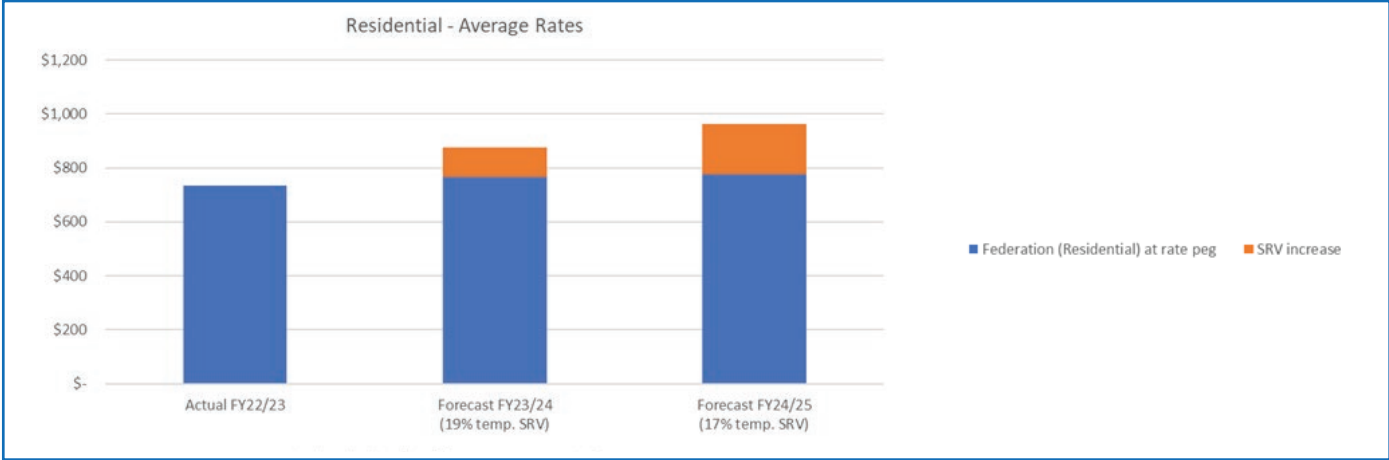
When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average residential rates are the fifth lowest, as reported in the graph below.



Comparison has also been made with NSW nearby councils and the graph below shows Federation Council compared to our neighbouring average residential rates.

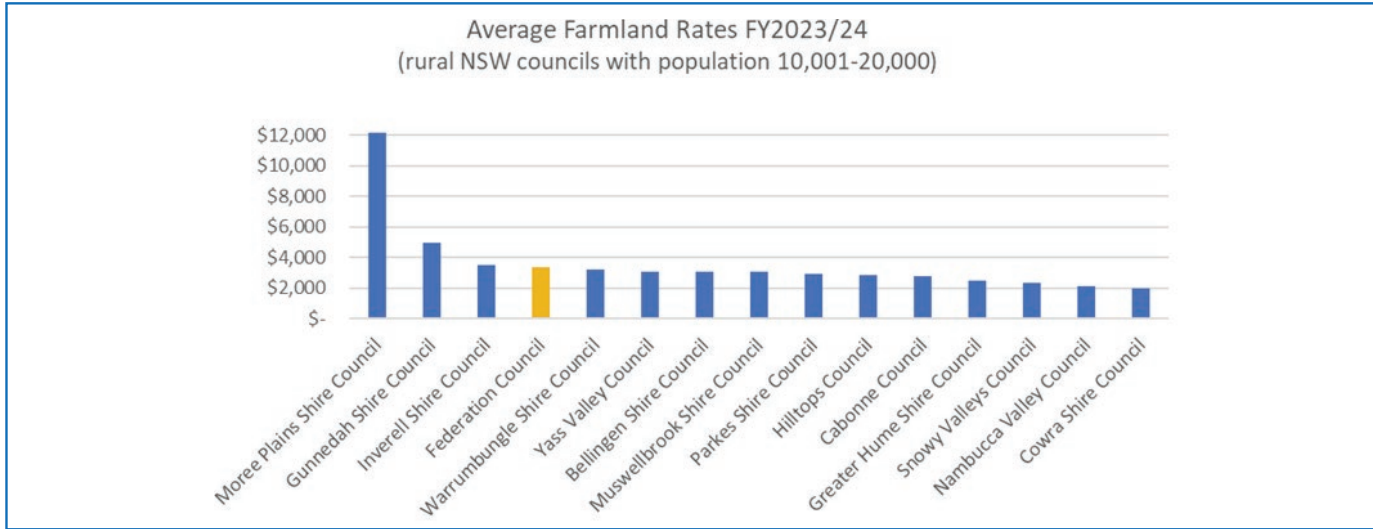


On average, residential rates will increase to \$961 with \$187 contributed from the temporary SRV increase.

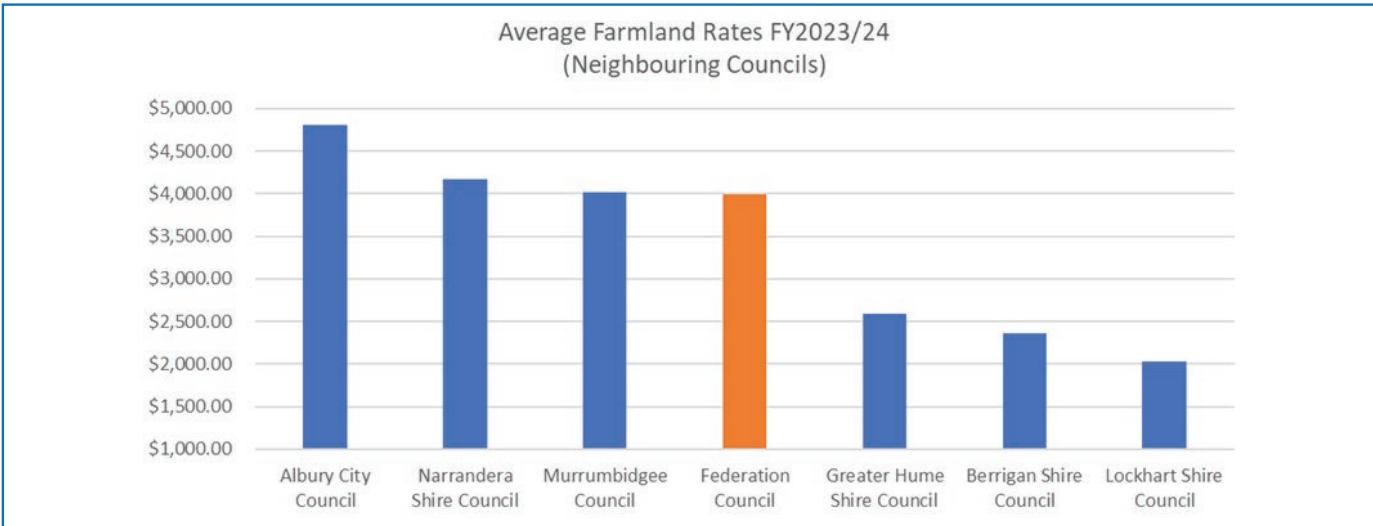


Impact on farmland ratepayers

When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average farmland rates are at a level similar to most councils in the comparative group, as reported in the graph below.

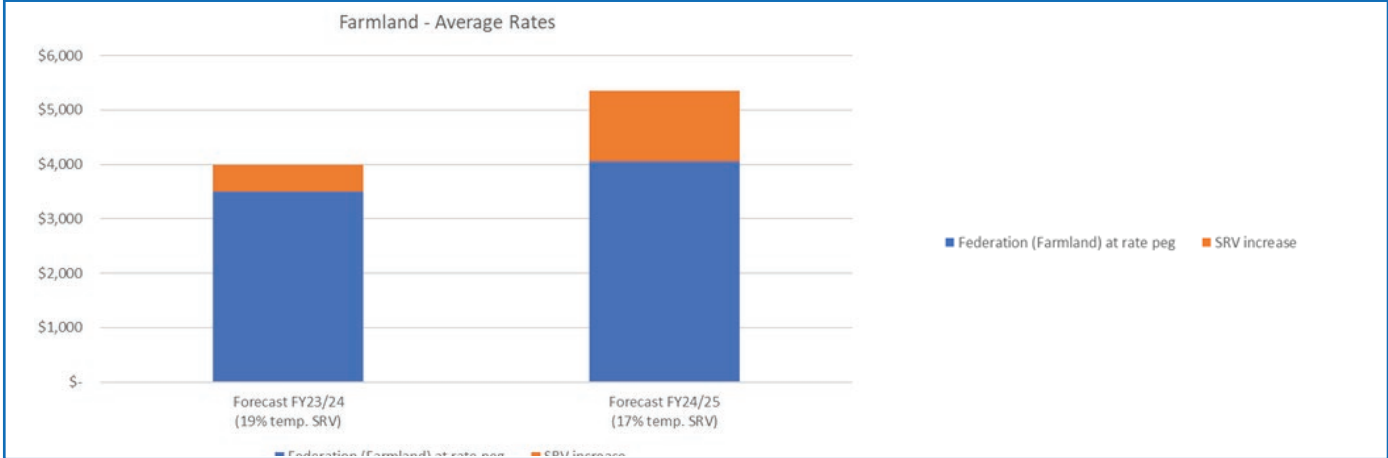


Comparison has also been made with NSW nearby councils and the graph below shows Federation Council compared to our neighbouring average farmland rates.



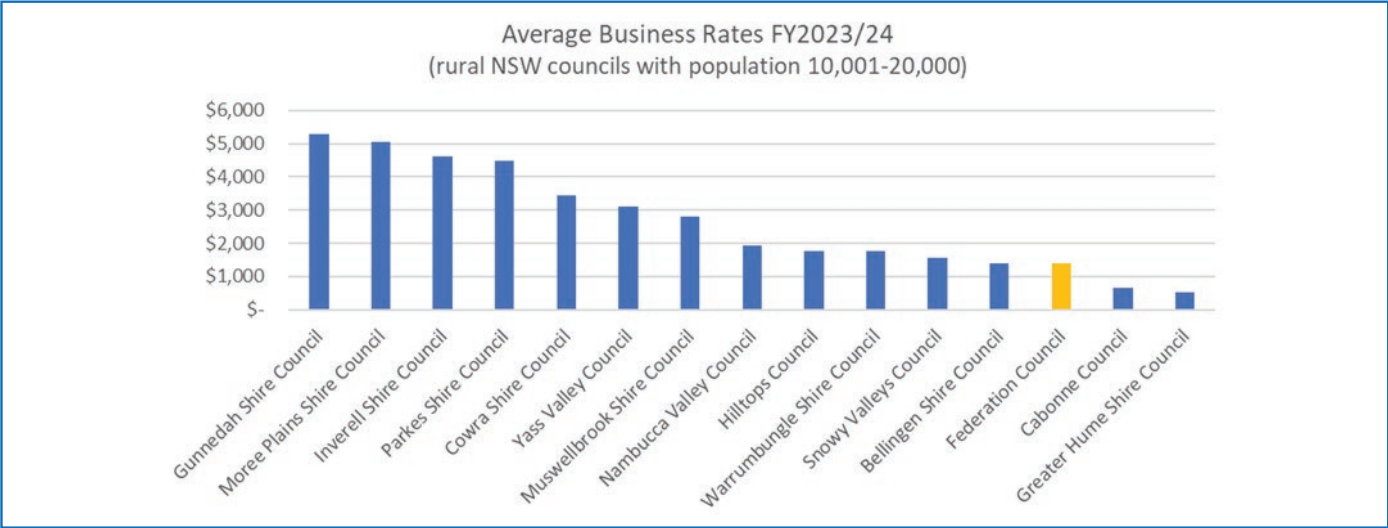


On average, farmland rates will increase to \$5,357 with \$1,295 contributed from the temporary SRV increase.

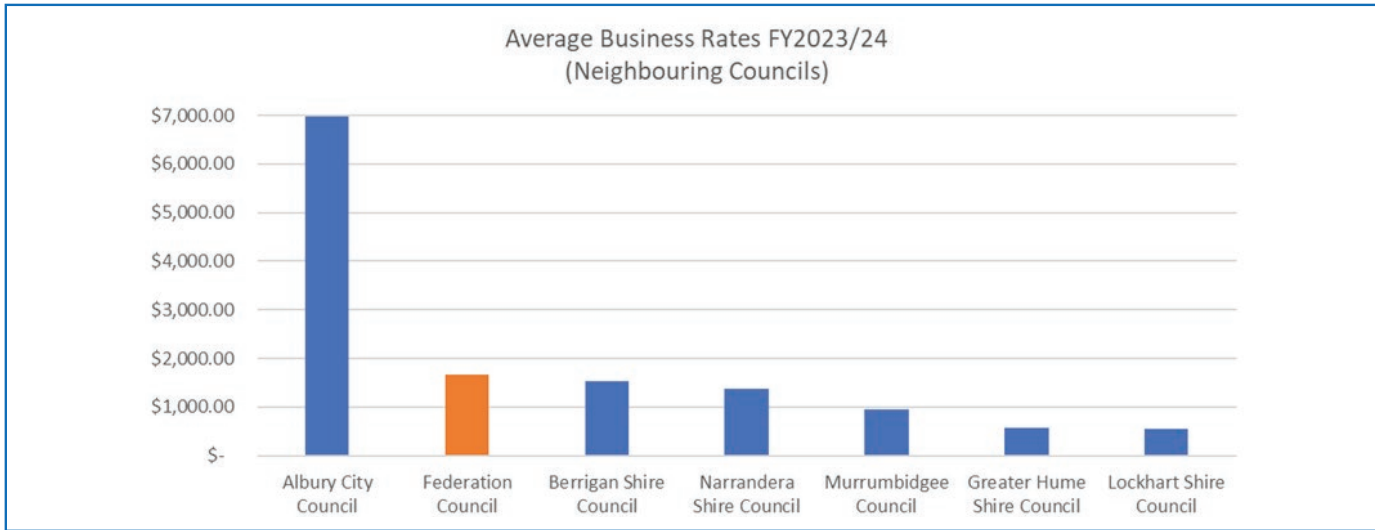


Impact on business ratepayers

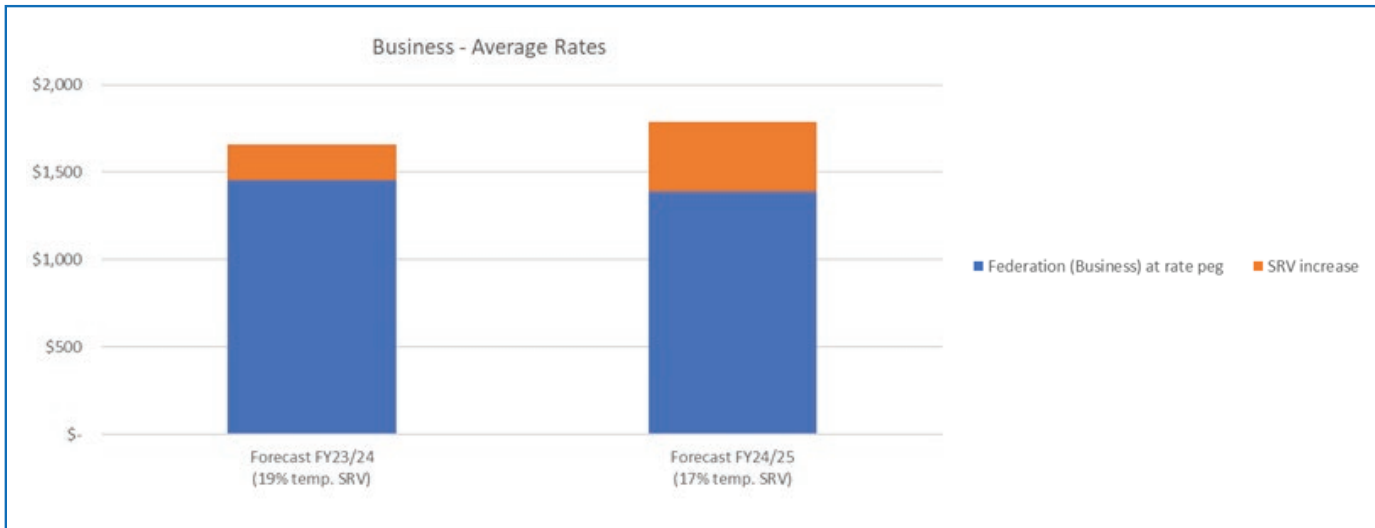
When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average business rates are third lowest, as reported in the graph below.



Comparison has also been made with NSW nearby councils and the graph below shows Federation Council compared to our neighbouring average business rates.



On average, business rates will increase to \$1,785 with \$394 contributed from the temporary SRV increase.



User Charges and Fees

This category of income represents a user pay system and relies wholly on demand. It includes both statutory charges, where the price is set by regulation and Council determined charges, where the fee is set to reflect market rates and/or contribute towards the cost recovery of providing the service. Examples of both types of fees and charges include water usage charges, sewer user charges, waste disposal tipping fees, swimming centres fees, caravan parks and development application fees. Council sets other fees and charges based on partial (subsidised) cost recovery, full cost recovery or subject to market forces.

A review of pricing has commenced in line with the recommendation from the recent independent review by the University of Newcastle. This pricing review is to better understand user and ratepayer contributions to services and to determine pricing structures that reduce the general rates subsidy.

Interest and Investment Revenue

A conservative stance has been adopted in forecasting interest rate over the next few years and the amount of interest revenue calculated in the LTFP is linked to the available cash balances from the cash flow statement.

Operating and Capital Grants

Operating grants from Commonwealth and State Government comprise 33% of Operating Income in FY2024/25 to assist in delivering services. Some of the grants are for the delivery of specific services and others are general grants or "untied" grants which means Council can use the funding based on local priorities.

Income received for specific purpose means that it is restricted in use and cannot be used for any purpose other than that identified in the funding agreement. This income is kept as a separate cash reserve until such time as the expenditure occurs. Each specific purpose grant has been considered individually for the LTFP and only those that have been ongoing in recent years have been included as recurrent future income e.g., Financial Assistance Grants and Roads to Recovery.

The Federal Government provides the Financial Assistance Grant (FAG) program to Local Government under the Local Government (Financial Assistance) Act 1995 (Commonwealth). The FAG program consists of two components:

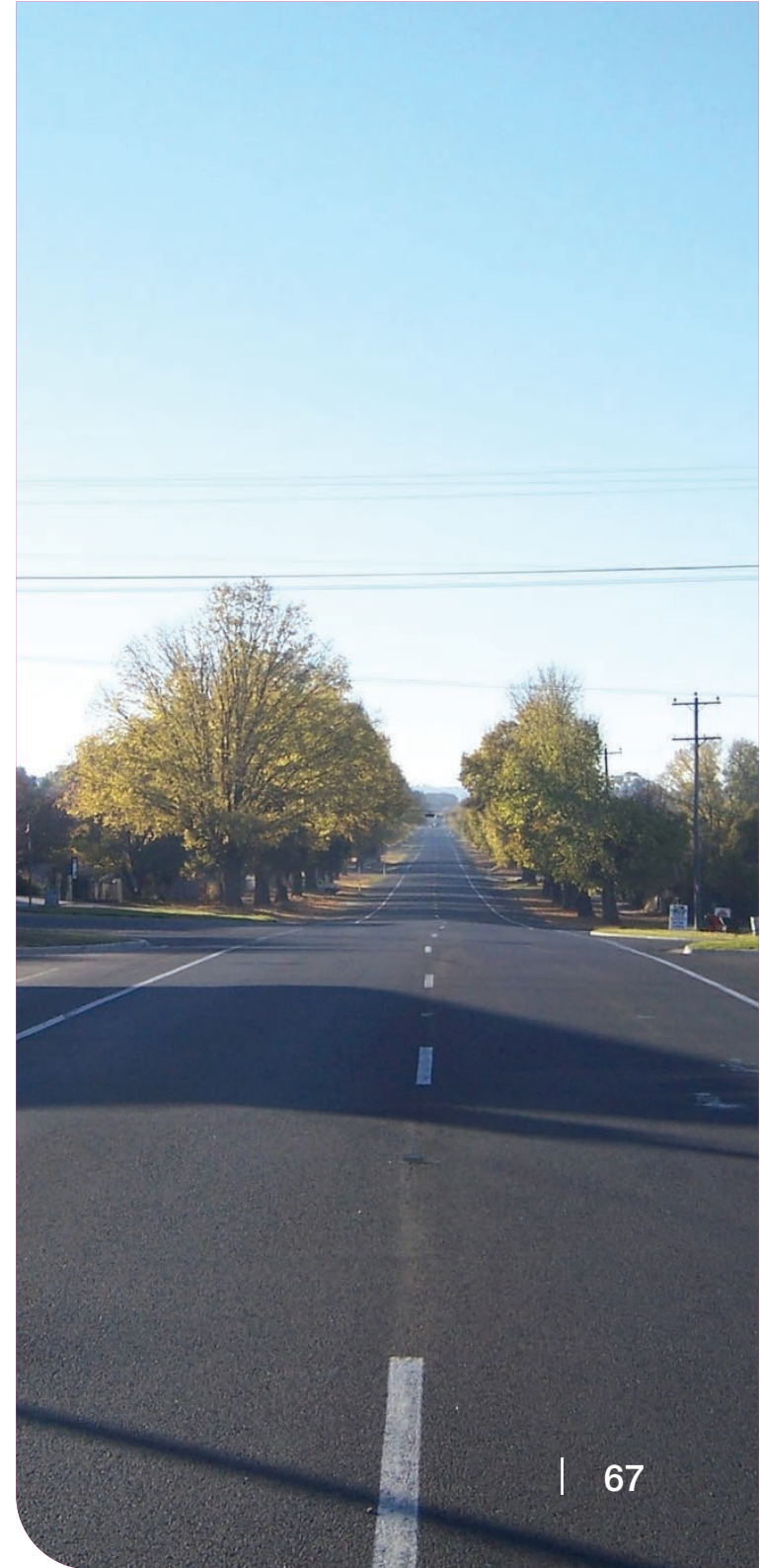
- A general purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis), and
- An identified local road component which is distributed between the states and territories according to fixed historical shares.

Both components of the grant are untied in the hands of local government, allowing councils to spend the grants according to local priorities. The NSW Local Government Grants Commission recommends the distribution of the funding under the FAG program to NSW local governing bodies in accordance with the Local Government (Financial Assistance) Act 1995 (Commonwealth) and the National Principles for allocating grants.

Other Revenue

Council's other sources of revenue mainly consist of fuel rebate, commissions and agency fees, workers compensation incentive rebate, property sewer

service diagram and water meter reading charges. Most income projections related to other revenues contained within the LTFP are based on historical trend and escalated conservatively over the 10-year period.



Operating Expenditure

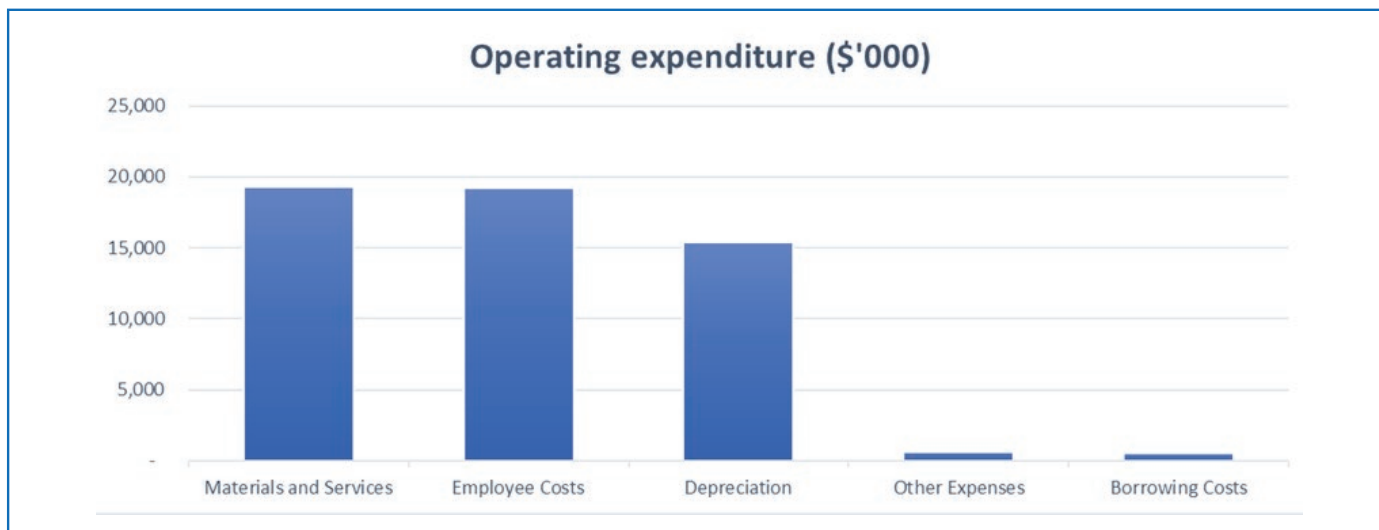
Council is budgeting to expend \$55.05 million in operating expenditure in the financial year 2024/25.

This is an increase of \$3.74 million or 7% on 2023/24 budgeted expenditure. Increases primarily relate to the following:

- Additional resourcing for planning and building resulting from the upcoming service review.
- Conduct of the 2024 local government election.
- Legislative requirements following local government elections.
- Award increases for payments to staff and the increase to the superannuation guarantee contribution.
- Additional depreciation due to new assets becoming operational, such as the upgraded Corowa Saleyards.

The expenditure includes \$0.27 million in operating expenses relating to the temporary SRV, with the remaining additional general rate income to be directed to capital expenditure.

Operating expenditure is categorised according to the nature of the expenditure as follows.



Employee Costs

Employee costs includes benefits and on-costs, i.e. salary and wages paid to staff and other direct staff costs such as superannuation, fringe benefits tax, workers compensation and training costs. Employee costs are indexed by Award increases and other legislative changes such as increases to compulsory superannuation guarantee levy payments.

The cost of employees working on capital projects is allocated to specific projects as work is undertaken and budgets for employee costs are split between operating and capital expenditure based on the projects to be undertaken each year.

Borrowing Costs

Council has used long term loans to finance large capital expenditures allowing the cost of the project to be spread across the useful life of the asset in order to facilitate intergenerational equity for these assets.

External loan balances are forecast to be \$12.95 million at 30 June 2024 and interest expense has been projected based on the rates applicable for each loan.

Material and Services

This group of expenses is mainly made up of materials, consumables, electricity, heating, insurance, computer software charges, legal expenses, advertising, councillors and mayoral fees. Cost within this category have been escalated exponentially with the rising cost of electricity, materials and contracts.

The \$0.27 million expenses for projects that are related to the approved temporary Special Rate Variation in this category, as listed in the table below.

	FY24/25
Develop a Stormwater Drainage Strategy for urban areas	111,000
Develop a tree register for priority recreation reserves	20,000
Preventative maintenance of Council's buildings	138,000
Operating expenses subject to approval of Special Rate Variation	269,000

Depreciation

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. This non-cash expense represents the amount Council need to invest in renewal or upgrade works to ensure that the assets are held to their optimal levels of serviceability. Depreciation expense assumptions are based on the effective lives of existing assets and the expected useful lives of new assets.

Other Expenses

Other expenses comprise contribution or levies to other levels of government. This is expected to decrease by 11% from FY2023/24.



CAPITAL EXPENDITURE

Summary

Council has budgeted to invest \$19.3 million on assets in 2024/25 to renew and improve Council's existing asset infrastructure, with \$1.73 million being funded by year 2 of the temporary SRV.

Capital Works Statement Projections (\$'000)	FY24/25
Sealed Roads	2,930
Stormwater drainage	91
Sewerage	5,901
Water	5,577
Plant, machinery and equipment	2,377
Computers and telecommunications	280
Landfill cells	415
Additional Capital Works due to SRV	1,730
Total Capital Works	19,301

Breakdown

Local Services	Project Name	FY2025
(Units in \$)		
Fleet Management	Annual heavy fleet renewal	1,170,000
	Annual light fleet renewal	709,000
	Annual minor plant renewal	498,000
Sub Total - Fleet Management		2,377,000
Information Technology	Annual Capital Program	200,697
	Microwave network upgrade	25,000
	Electrical upgrades	54,000
Sub Total - Information Technology		279,697

Local Services		Project Name	FY2025
(Units in \$)			
Roads	Block Grant - Regional Roads		1,280,000
	Road to Recovery Grant Program		1,650,000
Sub Total - Roads			2,930,000
Stormwater Drainage	Stormwater pump station pump replacement program		35,000
	Stormwater pump station electrical upgrades		10,500
	Stormwater pump station switchboard replacement program		45,500
Sub Total - Stormwater Drainage			91,000
Waste	Tips Remediation		415,000
Sub Total - Waste			415,000
Additional Capital Works due to SRV	Sealed Local Road		1,197,000
	Unsealed Local Roads		371,000
	Urban Stormwater Drainage		162,000
Sub Total - Additional Capital Works due to SRV - Sealed Local Roads			1,730,000
Sub Total General Fund			7,822,697

Local Services		Project Name	FY2025
Sewerage	Plant and Equipment		400,00
	IWCM Plan - NEW - SSWP286 Funding 60/40 for 2024/25 expenditure		489,534
	Refurbish Reactor Aeration Manifolds and Decant Mechanical and Instrumentation equipment		290,000
	Improvement Works Cropping Area design and approvals		150,000
	Sewer Relining		450,000
	Howlong STP - New Step Screen and Auger (Project ID:326)		400,000
	Major Microwave Network Upgrade - Corowa Civic Centre to Urana Council Building - Supply, Install Commission		27,500
	Treatment Plants and Pumping Stations - Backup Generator Connections - Treatment works		11,000
	Treatment Plants and Pumping Stations - Backup Generator Connections - W & S Pumping Stations		16,500
	Annual Switchboard Replacement, Upgrade and Maintenance Program - Sewerage Pumping Stations		79,000
	Howlong Sewerage Treatment Works		100,000
	Replace SPS Lids		145,000
SCADA, Telemetry and Communication network upgrade		22,000	

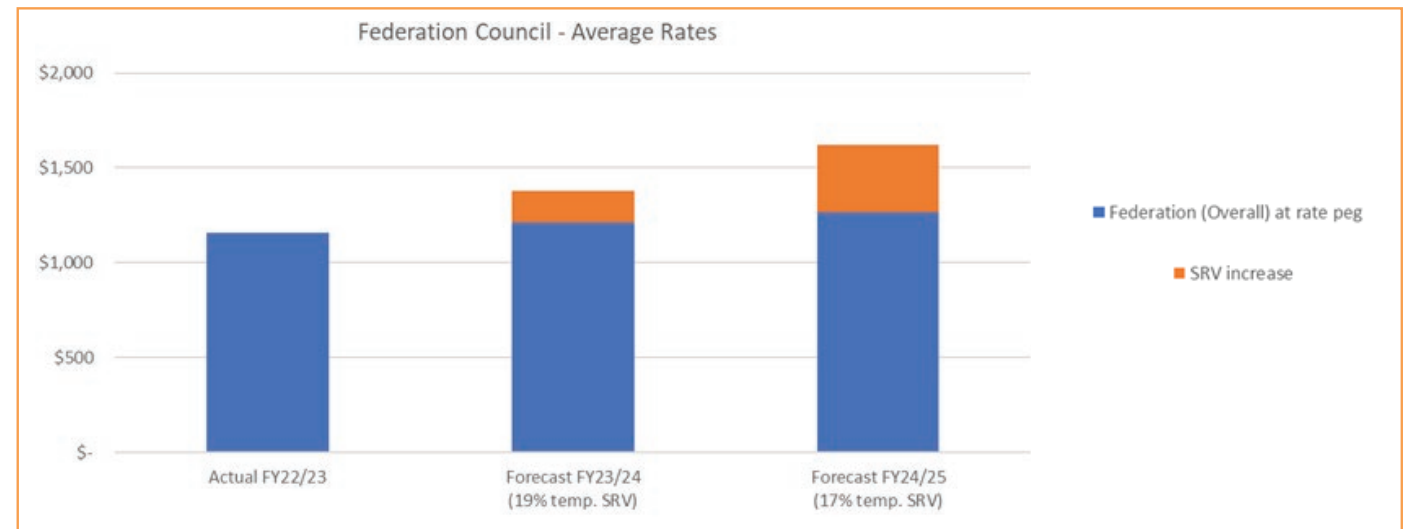
Local Services	Project Name	FY2025
Sewerage	Motor Drive, energy efficiency and cooling upgrades	50,000
	CCTV Inspections	250,000
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout five towns	250,000
	Hay Street Sewer Main Renewal	245,000
	Sewer Reticulation Analysis and Computer Modeling	235,000
	Sewer Vent Stack Inspection, removal and replacement programme	250,000
	Improvement Works Corowa STP	155,000
	Improvement Works Howlong STP	45,000
	Improvement Works Urana STP	195,000
	Improvement Works Oaklands STP	75,000
	SCADA, Telemetry and Communications network upgrade	10,500
	Step Screen Replacement Corowa STP Inlet Works	165,000
	PLC Replacement and Clear SCADA Upgrade Mulwala STP	175,000
	SSWP458 Corowa STP Tender Ready Stage 60/40 grant funded	810,000
	Pump replacements as required, all towns	210,000
SPS Value Pit replacement and well upgrades	200,000	
Sub Total - Sewerage		5,901,034
Water	Mulwala Water - New WTP - Negotiate Land Purchase from Federal Gov & Rezone as part of new LEP *	250,000
	Plant and equipment	295,000
	Corowa WFP Improvement Works (minor works)	15,000
	Mulwala WFP Improvement Works (minor works)	9,500
	Corowa Water - Netherby WPS Reline suction main (Project ID:295)	145,000
	Install pressure sensors at strategic locations (Project ID:318)	17,500
	Annual Switchboard Replacement, Upgrade and Maintenance Program - Water Pumping Stations	165,000
	Variable Speed Drive Installation with Remote Monitoring and Control System	30,000
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns	200,000
	Enclose Floc Tanks - Roof and Walls Corowa WFP (Project ID:292a)	85,000
	Skillion Corowa WFP	25,000
	Replace Filtered Water Outlet Valves, Actuators and Instrumentation Corowa WFP (Project ID:297c)	55,000
	Treatment Plants and Pumping Stations - Backup Generator Connections - Treatment works	55,000

Local Services	Project Name	FY2025
Water	IWCM Plan - NEW - SSWP286 Funding 60/40 for 2024/2025 expenditure	489,534
	Water Main Renewal Birdwood Street Corowa DN250 (Project ID:361a)	155,000
	Water Main Renewal Birdwood Street Corowa DN100 (Project ID:361b)	60,000
	Water Main Renewal John Street Howlong DN100 (Project ID:361d)	80,000
	Water Main Renewal Loughnan Street under railway line (Project ID:361e)	15,000
	Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP and Howlong WFP	170,000
	Drainage improvements Howlong WFP (Project ID:415b)	45,000
	Roller Doors Howlong WFP Storage Shed (Project ID:415c)	28,500
	Upgrade Access Hatches, Ladders, Fall Restraint and recovery equipment	125,000
	Repair to Sedimentation Tank Mulwala WFP (Project ID:417f)	145,000
	Upgrade Control Board Mulwala WFP (Project ID:418a)	235,000
	Citec/Clear SCADA upgrade Mulwala WFP (Project ID:418b)	75,000
	SCADA, Telemetry and Communications network upgrade	32,500
	UPS Replacement Program	55,000
	Corowa WFP - Replace PAC Dosing Unit	225,000
	Corowa WFP - Filter Refurbishment	300,000
	Corowa WFP - PLC Replacement	150,000
	EME SWMS Development, Inductions and Safety Equipment at various reservoir sites	14,500
	Howlong 2.5ML Standpipe Reservoir	1,600,000
	Howlong WFP Improvement Works (minor works)	100,000
Active Corrosion Control System Mulwala 10ML Steel Reservoir	85,000	
Pump and Motor Vibration and Infrared Testing	45,000	
Sub Total - Water		5,577,034
Total - All Services		19,300,765

2023/2024 SPECIAL RATE VARIATION - YEAR 2

Federation Council was one of thirteen councils across NSW that applied to IPART for a special variation to increase income from general rates above the rate peg from July 2023. The application was for a permanent Special Rate Variation for four years from 2023/24 to 2026/27 at 19%, 17%, 15% and 10%, inclusive of any maximum rate peg amount set by IPART each year.

IPART acknowledged that council had demonstrated financial need, however identified improvements that could be made to Council's engagement with the community in relation to the proposed increase. Accordingly, IPART approved a 2-year temporary Special Rate Variation of 39.2%, which is made up of an increase of 19% in 2023/24 and a 17% increase in 2024/25. Federation Council will apply the total temporary SRV increase of 17% for 2024/25, which includes of rate peg 4.5%. This is effectively a real increase of 12.5% on 2023/24.



The approved SRV increase was temporary which means that in 2025/26, total general rates will be required to revert to the total general rates that would have been levied if the rate peg had been applied for 2023/24 and 2024/25. This will result in a reduction to Council rates and charges income in 2025/26, unless a further SRV is approved by IPART.

Budget 2024/25 Summary		Income		Expenditure	
		Budget 23/24	Budget 24/25	Budget 23/24	Budget 24/25
Built Federation		\$22,032,262	\$25,765,016	\$34,162,895	\$36,521,518
	Aerodrome	\$35,000	\$40,000	\$162,500	\$120,535
	Non Potable Water Supplies	\$22,000	\$27,000	\$53,830	\$39,700
	Building Operations & Maintenance	\$220,120	\$226,300	\$1,120,382	\$1,109,834
	Depot	-	-	\$606,700	\$647,250
	Domestic Waste	\$2,451,930	\$2,812,431	\$2,172,650	\$2,598,928
	Engineering	\$15,000	\$30,000	\$1,442,651	\$1,583,042
	Plant Operating	\$570,000	\$80,000	\$2,520,000	\$2,333,000
	Quarries	-	\$66,000	\$118,700	\$66,000
	Roads & Drainage	\$4,763,808	\$6,281,000	\$4,199,000	\$7,139,329
	Sewer	\$5,804,500	\$7,314,303	\$4,216,050	\$3,348,866
	Waste	\$1,041,009	\$1,073,456	\$886,300	\$972,771
	Water	\$7,008,895	\$7,814,526	\$4,221,135	\$3,561,272
	Depreciation	-	-	\$13,834,000	\$14,324,000
	Transfers	\$100,000	-	-\$1,391,003	-\$1,323,009
Economic Federation		\$2,062,000	\$1,880,500	\$2,050,753	\$2,354,893
	Caravan Parks	\$640,000	\$585,000	\$642,500	\$740,000
	Economic Development	-	-	\$193,000	\$174,000
	Grants	-	-	\$96,040	\$96,040
	Land Sales	\$470,000	\$270,000	\$10,000	\$32,703
	Private Works	\$75,000	\$75,000	\$75,000	\$75,000
	Saleyards	\$875,000	\$948,500	\$556,494	\$596,192
	Tourism	\$2,000	\$2,000	\$502,113	\$302,352
	Depreciation	-	-	-	\$363,000
	Transfers	-	-	-\$24,394	-\$24,394
Natural Federation		\$1,225,307	\$914,504	\$6,137,334	\$6,739,747
	Cemetery	\$153,500	\$177,356	\$174,300	\$220,756
	Development	-	-	\$301,258	\$334,711
	Environmental	-	-	\$11,120	\$11,060

Budget 2024/25 Summary		Income		Expenditure	
		Budget 23/24	Budget 24/25	Budget 23/24	Budget 24/25
	Floodplain Management	\$480,042	-	\$600,057	\$25,000
	Health	\$18,000	\$18,675	\$226,000	\$211,373
	Noxious Weeds	\$75,000	\$75,000	\$289,750	\$293,100
	Parks & Ovals	\$10,515	\$8,200	\$1,768,960	\$1,720,480
	Town Improvements	-	-	\$15,000	\$15,000
	Public Toilets	-	-	\$235,081	\$199,000
	Ranger	\$38,250	\$44,000	\$335,291	\$314,829
	Street Cleaning	-	-	\$281,808	\$659,016
	Street Presentation	-	-	\$716,100	\$792,780
	Town Planning & Building Control	\$480,000	\$591,273	\$985,191	\$1,665,537
	Depreciation	-	-	\$289,000	\$373,000
	Transfers	-	-	-\$91,582	-\$95,895
Social Federation		\$984,608	\$955,020	\$3,569,385	\$3,431,312
	Community	\$21,442	\$25,500	\$599,068	\$492,373
	Libraries	\$90,000	\$99,050	\$672,000	\$726,000
	Preschools	\$373,750	\$380,000	\$382,750	\$389,000
	Roads - Safety	\$22,916	\$24,470	\$45,832	\$48,941
	Swimming Pools	\$476,500	\$426,000	\$1,563,735	\$1,453,998
	Depreciation	-	-	\$306,000	\$321,000
Well-Governed Federation		\$19,946,823	\$23,117,539	\$5,386,959	\$5,998,718
	Bushfire & Emergency Service	\$270,000	\$270,000	\$1,047,018	\$1,072,200
	Communications	\$5,000	\$7,000	\$523,300	\$529,977
	Corporate	\$1,500	\$1,500	\$717,327	\$899,859
	Customer Service & Service NSW	\$173,128	\$180,174	\$611,916	\$587,303
	Finance	\$19,496,695	\$22,617,121	\$1,099,478	\$1,124,738
	General Managers Office & Councillors Expenses	-	-	\$1,005,635	\$1,388,330
	Insurances	-	-	\$804,683	\$910,000
	IT Services & Records	\$500	\$500	\$1,243,714	\$1,510,532
	Interest Repayments	-	-	\$200,000	\$187,125

Budget 2024/25 Summary		Income		Expenditure	
		Budget 23/24	Budget 24/25	Budget 23/24	Budget 24/25
	Oncosts - Human Resources & Risk Management	-	\$41,244	\$142,000	\$131,949
	Property	-	-	\$158,659	\$144,000
	Depreciation	-	-	\$62,000	\$40,000
	Transfers	-	-	-\$2,228,771	-\$2,527,295
Total		\$46,281,000	\$52,632,579	\$51,307,326	\$55,046,188



BUILT
FEDERATION
Budget 2024-25

Built Federation		Income Budget 24/25	Expenditure Budget 24/25
Aerodrome		\$40,000	\$120,535
	Corowa Aerodrome	\$40,000	\$120,000
	Urana Aerodrome	\$-	\$535
Non Potable Water Supplies		\$27,000	\$39,700
	Balldale Water - Mains	\$-	\$14,600
	Balldale Water - Pump Station	\$-	\$10,600
	Balldale Water - Reservoir	\$-	\$4,500
	Balldale Water - Income	\$17,000	\$-
	Daysdale Water	\$5,000	\$5,000
	Rural Standpipes	\$5,000	\$5,000
Building Operation & Maintenance		\$226,300	\$1,109,834
	Corowa Civic Centre	\$3,200	\$320,881
	Mulwala Civic Centre	\$5,800	\$23,450
	Howlong Resource Centre	\$-	\$46,200
	Urana Office Building	\$-	\$75,050
	Howlong Health Centre	\$5,600	\$19,800
	Urana Medical Centre	\$-	\$32,800
	Oaklands Medical Centre	\$-	\$17,200
	Corowa Memorial Hall	\$13,000	\$37,400
	Corowa Oddfellows Hall	\$2,500	\$25,050
	Urana Hall	\$-	\$6,400
	Oaklands Hall	\$-	\$7,600
	Rand Hall	\$-	\$3,500
	Boree Creek Hall	\$-	\$5,950
	Facilities Inspections	\$-	\$127,426
	Preventive Maintenance Program (SRV)	\$-	\$138,000
	Corowa Museum	\$-	\$5,450
	Mulwala Museum	\$-	\$10,400
	Urana Museum	\$-	\$3,600

Built Federation		Income Budget 24/25	Expenditure Budget 24/25
	Howlong Aged Care Units	\$13,000	\$13,000
	Billabidgee Place	\$30,000	\$23,000
	Oaklands Aged Care Units	\$-	\$4,150
	Chapman St Flats	\$13,200	\$13,200
	Urana House Dwellings	\$37,000	\$37,000
	Urana Aquatic Centre Building	\$-	\$10,200
	Youth Centre	\$-	\$6,600
	Corowa Monument	\$-	\$2,700
	Toy Library - Railway Building	\$-	\$7,800
	Other Council Buildings	\$103,000	\$86,027
Depot		\$ -	\$ 647,250
	Corowa Depot	\$-	\$464,701
	Mulwala Depot	\$-	\$8,500
	Howlong Depot	\$-	\$2,100
	Urana Depot	\$-	\$171,949
Domestic Waste		\$ 2,812,431	\$ 2,598,928
	Domestic Waste Bin Service	\$2,877,681	\$2,598,928
	Domestic Waste Pensioner Subsidy Grant	\$79,750	\$-
	Domestic Waste Pensioner Concession	-\$145,000	\$-
Engineering		\$ 30,000	\$ 1,583,042
	Engineering Management	\$30,000	\$512,747
	Infrastructure Management	\$-	\$403,465
	Asset Management	\$-	\$345,962
	Project Management	\$-	\$35,000
	Development Management	\$-	\$70,016
	Procurement Management	\$-	\$120,546
	GIS Management	\$-	\$45,306
	Annual IPP&E revaluation	\$-	\$50,000

Built Federation		Income Budget 24/25	Expenditure Budget 24/25
Plant Operating		\$ 80,000	\$ 2,333,000
	Fuel & Oils	\$-	\$1,100,000
	Insurance	\$-	\$141,000
	Registration	\$-	\$151,000
	Repairs & Service	\$-	\$807,000
	Tyres	\$-	\$90,000
	Vehicle Repairs under Insurance Excess	\$-	\$20,000
	Minor Plant	\$-	\$24,000
	Fuel Rebate	\$80,000	\$-
	Gain from Trade In of Plant	\$-	\$-
Quarries		\$ 66,000	\$ 66,000
	Quarry Operating	\$66,000	\$66,000
Roads & Drainage		\$ 6,281,000	\$ 7,139,329
	Regional Roads (RMS Funded)	\$1,742,000	\$487,081
	State Road (RMS Funded)	\$290,000	\$289,938
	Traffic Facilities (RMS Funded)	\$128,000	\$128,000
	RLRRP Work (State Funded)	\$2,400,000	\$2,400,000
	Sealed Urban Roads	\$-	\$551,129
	Unsealed Urban Roads	\$-	\$161,173
	Rural Sealed Roads	\$-	\$545,155
	Rural Unsealed Roads	\$-	\$1,168,777
	Roads Operation Administration	\$-	\$179,876
	Bridges	\$-	\$25,000
	Footpaths	\$-	\$116,886
	Drainage Urban Roads	\$-	\$349,219
	Drainage Rural Roads	\$-	\$346,096
	Stormwater Drainage Strategy (SRV)	\$-	\$111,000
	Streetlighting	\$46,000	\$180,000

Built Federation		Income Budget 24/25	Expenditure Budget 24/25
	Kerb and gutter replacement	\$-	\$100,000
	Roads to Recovery Income	\$1,675,000	\$-
Sewer		\$ 7,314,303	\$ 3,348,866
	Sewer Annual Charges	\$5,354,919	\$-
	Sewer Usage Fees	\$853,884	\$-
	Sewer Pensioner Subsidy Grant	\$68,000	\$-
	Sewer Pensioner Concession	-\$120,000	\$-
	Sewer Interest on Investments	\$295,000	\$-
	Sewer Diagrams	\$30,000	\$-
	Sewer Developer Contributions	\$26,000	\$-
	Septic Waste Disposal Charges	\$12,500	\$-
	Sewer Capital Grant	\$794,000	\$-
	Sewer - Mains	\$-	\$225,500
	Sewer - Pump Stations	\$-	\$501,000
	Sewer - Treatment Works	\$-	\$1,288,500
	Sewer - Effluent Disposal	\$-	\$62,500
	Sewer - Administration	\$-	\$494,000
	Sewer - Trade Waste	\$-	\$172,750
	Sewer - Training	\$-	\$52,000
	Sewer - WHS	\$-	\$10,500
	Sewer - Service	\$-	\$171,500
	Sewer - Manhole	\$-	\$67,500
	Sewer - Augmentation	\$-	\$77,000
	Sewer - Telemetry System	\$-	\$57,000
	Sewer - Community Engagement	\$-	\$15,000
	Sewer - Interest Repayments	\$-	\$154,116
Waste		\$ 1,073,456	\$ 972,771
	Corowa Tip	\$90,000	\$283,550
	Howlong Tip	\$45,000	\$152,154

Built Federation		Income Budget 24/25	Expenditure Budget 24/25
	Mulwala Transfer Station	\$36,000	\$185,110
	Urana Tip	\$80,000	\$41,837
	Oaklands Tip	\$2,000	\$17,120
	Hard Waste Collections	\$-	\$23,000
	Waste Facility Levy	\$530,000	\$-
	Business Waste Bin Service	\$290,456	\$270,000
Water		\$7,814,526	\$3,561,272
	Water Annual Charge	\$1,738,226	\$-
	Water Usage Fees	\$5,177,800	\$-
	Water Pensioner Subsidy Grant	\$67,000	\$-
	Water Pensioner Concession	-\$120,000	\$-
	Water Interest on Investments	\$535,000	\$-
	Meter Readings	\$14,000	\$-
	Lease Income	\$16,000	\$-
	Water Connection Fees	\$27,500	\$-
	Avdata System	\$10,000	\$-
	Sale of Water Entitlements	\$55,000	\$-
	Water Developer Contributions	\$34,000	\$-
	Water - Secure Water Grant	\$260,000	\$-
	Water - Mains	\$-	\$316,500
	Water - Services	\$-	\$339,900
	Water - Reservoirs	\$-	\$90,900
	Water - Pump Stations	\$-	\$207,000
	Water - Treatment Works	\$-	\$1,342,750
	Water - Meter Readings	\$-	\$14,000
	Water - Administration	\$-	\$743,250
	Water - Asset Management	\$-	\$170,000
	Water - Training	\$-	\$55,000

Built Federation		Income Budget 24/25	Expenditure Budget 24/25
	Water - WHS	\$-	\$11,500
	Water - Telemetry System	\$-	\$35,250
	Water - Reticulation Project	\$-	\$50,000
	Water - Interest Repayments	\$-	\$185,222
Depreciation		\$-	\$14,324,000
	Other Structures - Non Potable Water	\$-	\$27,000
	Footpaths Dep	\$-	\$254,000
	Roads	\$-	\$6,092,000
	Bridges Dep	\$-	\$275,000
	Land Improvements - Water	\$-	\$2,000
	Plant & Equipment - Water	\$-	\$18,000
	Infrastructure - Water	\$-	\$1,636,000
	Office Equipment - Water	\$-	\$17,000
	Buildings - Water	\$-	\$64,000
	Land Improvements - Sewer	\$-	\$4,000
	Plant & Equipment - Sewer	\$-	\$1,000
	Infrastructure - Sewer	\$-	\$1,880,000
	Office Equipment - Sewer	\$-	\$16,000
	Buildings - Sewer	\$-	\$19,000
	Buildings	\$-	\$2,312,000
	Plant & Equipment	\$-	\$717,000
	Furniture & Fittings	\$-	\$8,000
	Office Equipment	\$-	\$175,000
	Quarries	\$-	\$-
	Stormwater Drainage	\$-	\$807,000
Transfers		\$-	-\$1,323,009
	Overheads for Domestic Waste	\$-	\$208,602
	Overheads for Sewer	\$-	\$1,656,457

Built Federation		Income Budget 24/25	Expenditure Budget 24/25
	Overheads for Water	\$-	\$1,802,505
	Depot Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$175,298
	Engineering Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$731,248
	Building Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$113,434
	Plant Recovery	\$-	-\$3,970,593
	Built Federation Total	\$25,765,016	\$36,521,518



**ECONOMIC
FEDERATION**
Budget 2024-25

Economic Federation		Income Budget 24/25	Expenditure Budget 24/25
Caravan Parks		\$585,000	\$740,000
	Ball Park Caravan Park	\$400,000	\$560,000
	Urana Caravan Park	\$185,000	\$180,000
Economic Development		\$-	\$174,000
	Economic Development Expenses	\$-	\$28,000
	Community & Economic Management	\$-	\$146,000
Grants		\$-	\$96,040
	Grant Administration	\$-	\$96,040
Land Sales		\$270,000	\$32,703
	Industrial Land Sales	\$270,000	\$-
	Industrial Land Expenses	\$-	\$32,703
Private Works		\$75,000	\$75,000
	Private Works	\$75,000	\$75,000
Saleyards		\$948,500	\$363,000
	Saleyards	\$948,500	\$363,000
Tourism		\$2,000	\$302,352
	Tourism Operations	\$2,000	\$165,352
	Tourism Destination Website	\$-	\$16,000
	Murray Regional Tourism membership	\$-	\$25,000
	Yarrawonga Mulwala Membership	\$-	\$52,000
	Tourism Initiatives	\$-	\$27,000
	Branding Project	\$-	\$17,000
Transfers		\$-	-\$24,394
	Grant Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$24,394
Economic Federation Total		\$1,880,500	\$2,345,893



**NATURAL
FEDERATION**
Budget 2024-25

Natural Federation		Income Budget 24/25	Expenditure Budget 24/25
Cemetery		\$177,356	\$220,756
	Corowa Lawn Cemetery	\$88,000	\$99,500
	Corowa Pioneer Cemetery	\$3,300	\$11,500
	Mulwala Cemetery	\$46,200	\$44,500
	Howlong Cemetery	\$22,000	\$31,500
	Hopefield Cemetery	\$1,100	\$7,000
	Urana Cemetery	\$2,200	\$8,000
	Oaklands Cemetery	\$1,650	\$5,000
	Boree Creek Cemetery	\$1,650	\$2,500
	Interment service levy	\$11,256	\$11,256
Development		\$-	\$334,711
	Development & Environment Management	\$-	\$334,711
Environmental		\$-	\$11,060
	Drum Muster	\$-	\$2,500
	Environmental Expenses	\$-	\$2,000
	West Corurgan Expenses	\$-	\$4,500
	Illegal Dumping	\$-	\$2,060
Floodplain Management		\$-	\$25,000
	Morundah flood mitigation investigations - Grant Funded 4 to 1	\$-	\$25,000
Health		\$18,675	\$211,373
	Health Control Management	\$9,975	\$211,373
	Food Premises Inspection	\$3,700	\$-
	Caravan Park Inspection	\$5,000	\$-
Noxious Weeds		\$75,000	\$293,100
	Noxious Weed Grant Funding	\$75,000	\$-
	Khaki weed	\$-	\$6,100
	Inspections	\$-	\$110,000
	Publicity	\$-	\$8,100
	Training Weeds	\$-	\$8,000

Natural Federation		Income Budget 24/25	Expenditure Budget 24/25
	Control of Weeds	\$-	\$133,400
	Mapping	\$-	\$6,000
	Coordinate & Planning	\$-	\$21,500
Parks & Ovals		\$8,200	\$1,720,480
	Corowa Parks	\$-	\$411,800
	Mulwala Parks	\$-	\$214,300
	Howlong Parks	\$-	\$120,420
	Balldale Parks	\$-	\$18,140
	Kyffins Reserve	\$-	\$2,760
	Urana Parks	\$-	\$67,660
	Oaklands Parks	\$-	\$44,480
	Boree Creek Park	\$-	\$18,200
	Rand Parks	\$-	\$12,700
	Morundah Parks	\$-	\$19,200
	Colombo Reserve	\$-	\$6,200
	Parks & Gardens Administration	\$-	\$301,700
	Tree Register (SRV)	\$-	\$20,000
	John Foord Oval	\$-	\$82,280
	Ball Park Oval	\$-	\$50,180
	Lowe Square	\$-	\$112,860
	Morris Park	\$-	\$41,600
	Lonsdale Reserve	\$-	\$88,820
	Corowa Rugby Field	\$-	\$12,940
	Victoria Park Urana	\$5,700	\$16,000
	Oaklands Recreation Ground	\$-	\$16,000
	Boree Creek Recreation Ground	\$2,000	\$4,400
	Rand Recreation Reserve	\$-	\$16,000
	Morundah Recreation Ground	\$500	\$5,800

Natural Federation		Income Budget 24/25	Expenditure Budget 24/25
	Coreen Oval	\$-	\$4,000
	Rennie Oval	\$-	\$2,040
	Soft Fall for Playgrounds	\$-	\$10,000
Town Improvements		\$-	\$15,000
	Urana Town Improvement	\$-	\$3,000
	Oaklands Town Improvement	\$-	\$3,000
	Boree Creek Town Improvement	\$-	\$3,000
	Rand Town Improvement	\$-	\$3,000
	Morundah Town Improvement	\$-	\$3,000
Public Toilets		\$-	\$199,000
	Public Toilets	\$-	\$199,000
Ranger		\$44,000	\$314,829
	Animal Control	\$-	\$141,343
	Companion Animal Registration	\$22,000	\$-
	Ranger Compliance	\$22,000	\$159,711
	Overgrown Vegetation Inspections	\$-	\$13,775
Street Cleaning		\$-	\$659,016
	Northern Area Street Cleaning	\$-	\$24,478
	Howlong Street Cleaning	\$-	\$103,485
	Mulwala Street Cleaning	\$-	\$123,220
	Corowa Street Cleaning	\$-	\$407,833
Street Presentation		\$-	\$792,780
	Village Street Presentation	\$-	\$91,360
	Oaklands Street Presentation	\$-	\$69,920
	Urana Street Presentation	\$-	\$111,300
	Howlong Street Presentation	\$-	\$117,800
	Mulwala Street Presentation	\$-	\$154,800
	Corowa Street Presentation	\$-	\$247,600

Natural Federation		Income Budget 24/25	Expenditure Budget 24/25
Town Planning & Building Control		\$591,273	\$1,665,537
	Town Planning & Building Control Administration	\$591,273	\$1,465,537
	Town Planning - Legal Expenses	\$-	\$100,000
	Plan First Expenses	\$-	\$50,000
Depreciation		\$-	\$373,000
	Other Recreational Assets	\$-	\$191,000
	Land Improvements	\$-	\$182,000
Transfers		\$-	-\$95,895
	Development Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$95,895
	Natural Federation Total	\$914,504	\$6,739,747





**SOCIAL
FEDERATION
Budget 2024-25**

Social Federation		Income Budget 24/25	Expenditure Budget 24/25
Community		\$25,500	\$492,373
	Community Development Administration	\$-	\$310,000
	Significant Council run Events	\$-	\$32,500
	Community Events Fee Rebate Fund	\$-	\$5,000
	Murray Arts Contribution	\$-	\$14,600
	Miki City Expenses	\$-	\$5,000
	Accessibility Projects	\$-	\$5,000
	Drug Action Projects	\$7,000	\$16,573
	Arts & Culture Projects	\$15,000	\$8,700
	Ageing Well Projects	\$-	\$5,000
	Volunteer Management	\$-	\$80,000
	Youth & Children Programs	\$3,500	\$10,000
Libraries		\$99,050	\$726,000
	Library Administration	\$80,050	\$360,000
	Library Special Projects	\$19,000	\$19,000
	Library Programs	\$-	\$10,000
	Riverina Library Contribution	\$-	\$337,000
Preschools		\$380,000	\$389,000
	Contribution to Local Pre Schools	\$-	\$9,000
	Mobile Preschools	\$380,000	\$380,000
Roads-Safety		\$24,470	\$48,941
Swimming Pools		\$426,000	\$1,453,998
	Corowa Swimming Pool	\$400,000	\$1,198,648
	Howlong Swimming Pool	\$21,500	\$157,200
	Urana Swimming Pool	\$2,500	\$41,990
	Oaklands Swimming Pool	\$2,000	\$56,160
Depreciation		\$-	\$321,000
	Swimming Pools	\$-	\$321,000
Social Federation Total		\$955,020	\$3,431,312



**WELL-GOVERNED
FEDERATION
Budget 2024-25**

Well-Governed Federation		Income Budget 24/25	Expenditure Budget 24/25
Bushfire & Emergency Services		\$270,000	\$1,072,200
	Federation Bushfire Expenses	\$-	\$205,000
	Federation Bushfire Grant	\$200,000	\$-
	Berrigan Shire Bushfire Expenses	\$-	\$70,000
	Berrigan Shire Bushfire Contribution	\$70,000	\$-
	NSW Rural Fire Service Levy	\$-	\$495,000
	Fire & Rescue NSW Levy	\$-	\$60,000
	NSW State Emergency Service Levy	\$-	\$65,000
	SES Expenses	\$-	\$7,200
	Natural disaster	\$-	\$170,000
Communications		\$7,000	\$529,977
	Communication Administration	\$-	\$429,177
	Council Snippets	\$-	\$75,800
	Urana Newsletter	\$7,000	\$25,000
Corporate		\$1,500	\$899,859
	Corporate Services Management	\$1,500	\$694,859
	Internal Audit Services	\$-	\$15,000
	ARIC Committee	\$-	\$30,000
	I P & R Expenses	\$-	\$110,000
	Legal Expenses	\$-	\$50,000
Customer Service & Service NSW		\$180,174	\$587,303
	Customer Service Administration	\$4,000	\$376,034
	Service NSW Administration	\$176,174	\$199,769
	Postage	\$-	\$11,500
Finance		\$22,617,121	\$1,124,738
	Finance & Rates Administration	\$-	\$954,551
	Subscriptions & Software	\$-	\$31,000
	Auditors Services	\$-	\$95,000
	Bank Charges	\$-	\$92,000

Well-Governed Federation		Income Budget 24/25	Expenditure Budget 24/25
	Investment Software & Advice	\$-	\$12,000
	Rates Valuation Fees	\$-	\$74,000
	Rates Notices Printing & Delivery	\$-	\$52,000
	Debt Recovery & Legal Fees	\$60,000	\$60,000
	Centrelink Access Point Commission	\$6,000	\$-
	Staff Vehicle Leaseback Fees	\$184,000	\$-
	Rate Income	\$12,933,245	\$-
	Rates Interest on overdue Rates	\$30,000	\$-
	Rates Pensioner Subsidy Grant	\$137,000	\$-
	Rate Pensioner Concession	-\$250,000	\$-
	Council Property Rates	-\$245,813	-\$245,813
	Certificate Fees	\$35,000	\$-
	Interest on Investments	\$620,000	\$-
	Financial Assistance Grant	\$9,107,689	\$-
General Managers Office & Councillors Expenses		\$-	\$1,388,330
	Governance Management	\$-	\$593,130
	Councillors Expenses	\$-	\$277,300
	Councillors Training	\$-	\$60,000
	Council Subscriptions	\$-	\$86,900
	Council Election	\$-	\$185,000
	RAMJO Projects	\$-	\$10,000
	Organisation Review Expenses	\$-	\$25,000
	Service Reviews	\$-	\$150,000
	Annual Schools Program	\$-	\$1,000
Insurances		\$-	\$910,000
	Insurance Portfolio	\$-	\$850,000
	Public Liability Insurance Claim	\$-	\$60,000
IT Services & Records		\$500	\$1,510,532
	Information Technology Administration	\$500	\$524,582

Well-Governed Federation		Income Budget 24/25	Expenditure Budget 24/25
	Information Technology Continuous Improvements	\$-	\$5,000
	Records Administration	\$-	\$99,049
	Telephone and Internet Expenses	\$-	\$86,000
	Office Stationery Expenses	\$-	\$25,000
	Photocopiers Expenses	\$-	\$15,000
	Software Licences	\$-	\$755,901
Interest Repayments		\$-	\$187,125
Oncosts - Human Resources & Risk Management		\$41,244	\$131,949
	Human Resources Management	\$-	\$552,286
	Risk Management	\$41,244	\$418,663
	Workers Compensation Insurance	\$-	\$820,000
	Training	\$-	\$505,000
	Leave Expenses	\$-	\$2,330,000
	Fringe Benefit Taxes	\$-	\$150,000
	Superannuation	\$-	\$1,656,000
	Oncost Recovery	\$-	-\$6,300,000
Property		\$-	\$144,000
	Property Management	\$-	\$144,000
Depreciation		\$-	\$40,000
	Software	\$-	\$40,000
Transfers		\$-	-\$2,527,295
	Communication Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$155,420
	Corporate Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$518,524
	Customer Services Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$162,635
	Finance & Rates Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$581,350
	Governance Management Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$243,620
	Councillors Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$98,270
	Information Technology Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$705,742
	Property Technology Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$36,576

Well-Governed Federation		Income Budget 24/25	Expenditure Budget 24/25
	Records Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$25,158
	Well-Governed Federation Total	\$22,117,539	\$5,998,718



Future Years
Forecast

2025-2026



**BUILT
FEDERATION**

**ECONOMIC
FEDERATION**

**NATURAL
FEDERATION**

**SOCIAL
FEDERATION**

**WELL-
GOVERNED
FEDERATION**



FUTURE YEARS FINANCIAL PERFORMANCE

Introduction

From a local government perspective, financial sustainability is about having the capacity to deliver services, absorb changes and shocks and make decisions in the best interests of the community over the long term (10 years plus). The Local Government Act 1993 establishes principles of sound financial management for Council to put into effect. This focus ensures Council's decisions made today regarding financial, physical and human resources take account of the long-term impacts, which include:

- Meeting the agreed service needs of the community;
- Maintaining, operating and upgrading infrastructure and equipment to an acceptable condition and capacity to meet service needs;
- Absorbing foreseeable changes and unexpected shocks without having to make disruptive revenue or expenditure adjustments;
- Having strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting and decision making; and
- Reflects the objectives of Federation Council to progress to a financially sustainable position across its 10-year planning horizon.

Following the merger of the former Corowa and Urana Shire Councils in May 2016, Council's priority had been establishing itself as new, larger, more mature organisation, and delivering on the significant community projects funded through the Stronger Communities Program. With a more robust organisation now in place, Council has been strongly

focused on its financial sustainability.

Long Term Financial Plan

The LTFP is a 10 year rolling plan that informs decision making and demonstrates how the commitments of the Delivery Program and Operational Plan will be resourced and funded. Each year the Long Term Financial Plan is updated to reflect any changes to service levels, the operating environment, the regulatory environment, funding changes, etc.

The LTFP forecasts revenues and expenditures over the coming ten years, enabling an assessment of expected financial performance over time. As each LTFP has been updated since merger, it has been clear that the business-as-usual approach was not financially sustainable. Continued low general rates and charges would not enable Council to deliver the services that the community expects and deserves.

Key financial performance measures to guide long term financial planning and assess Council's financial position have been established. The LTFP contains detailed financial performance ratios and targets for Council's consolidated financial position.

Of particular relevance at this stage of Council's financial sustainability journey is the measures relating to Council's General Fund. The General Fund covers Council functions and activities that are primarily funded through general rates, Financial Assistance Grants and other grants.

The General Fund excludes water, sewer and domestic waste collection services as these are required to be fully funded from user charges and therefore are not reliant on general rates to fund expenditure.

The table below provides a summary of the targets for the General Fund. Measures shaded in blue meet the recommended targets.

Ratio (General Fund)	Target	Actual 2020/21	Actual 2021/22	Actual 2022/23	Budget 2023/24
Operating performance	>0	-10.95%	-8.00%	-7.21%	-10.75%
Unrestricted current ratio	>1.5 x	2.80	2.88	1.61	2.55
Debt service cover ratio	> 2 x	12.90	11.7	11.36	10.98
Cash expense ratio	> 3 months	12.41	17.01	16.18	4.51
Unrestricted cash (effective)	>2 months of cash outflows	\$11,000	\$2,799,000	\$2,471,000	\$2,990,581
Buildings and infrastructure renewals ratio	>100%	156.39%	86.67%	82.80%	66.11%
Infrastructure backlog ratio	< 2%	6.75%	17.44%	15.28%	18.63%
Asset maintenance ratio	>100%	74.15%	62.56%	97.78%	68.04%

Further detail on these ratios and the expected results for each scenario are contained in the ten year Long Term Financial Plan.

As detailed in the above table, Council's Operating performance ratio, unrestricted cash, asset renewal and expenditure ratios are not in acceptable ranges, and therefore require particular focus and attention. Council has explored a range of options to improve its financial position and bring these financial measures into recommended ranges.

Options explored and progressed include:

- Engaging with the community on current services provided, reviewing service levels and obtaining clarity on community expectations.
- Implementing improvements to asset management practices across all asset classes (moving from a reactive to a proactive approach and undertaking greater prioritisation of works).
- Increasing monitoring of key financial performance measures to guide long term financial planning and improve Council's financial position.
- Identifying opportunities and implementing measures to improve productivity and contain costs.
- Maximising the quality of grant applications into competitive Commonwealth and State Government funding programs.
- Maximising other revenue streams, such as income from the saleyards, property holdings, caravan parks and aquatic centres.

Whilst these efforts are progressively having a positive impact on Council's financial position, the quantum of revenue increase and/or expenditure reduction is at a level that cannot be achieved by these efforts only. To be financially sustainable, approx. \$8 million is required to be cut from the operating program (32% of

cash operating expenditure) or from the capital works renewal program (reduction of 50%), or \$8 million added to Council's revenue streams.

Cutting 32% of operating expenditure in the short term would require significant cuts to services, including maintenance on parks, gardens and ovals, closure of community buildings, libraries and swimming pools, cessation of all non-civic events and reduction in roads and footpath maintenance. This is in addition to the service reductions already planned in the Annual Budget and Long Term Financial Plan (cessation of community grants program, reduction in funding available to support seniors, youth and volunteers week, reduction in parks and gardens budget, reduction in tourism promotion, reduced opening hours for Service NSW agency, reduction in ratepayer subsidy to caravan parks).

Reducing the annual capital works program by \$8 million could be achieved by selling community halls and buildings, caravan parks and saleyards and deferring renewal of existing assets to future ratepayers. It is not recommended to defer renewal of existing assets, as the longer it is deferred the greater the cost to future ratepayers. Increasing revenue by \$8 million would require an immediate increase to rates and annual charges of 76% or tripling of user charges and fees, such as cemetery fees and building services fees.

Council commissioned an independent review by the University of Newcastle, led by Professor Joseph Drew, in 2023. The review supported Council's key approaches to addressing financial sustainability and contained 60 recommendations to address Council's financial sustainability challenge.

Given the quantum of the financial challenge, Council is recommended to progress an application for an

increase to general rates (Special Rate Variation), in addition to:

- Implementing improvements to asset management practices across all asset classes (moving from a reactive to a proactive approach and undertaking greater prioritisation of works).
- Identifying opportunities and implementing measures to improve productivity and contain costs.
- Maximising other revenue streams, such as income from the saleyards, property holdings, caravan parks and aquatic centres.
- Engaging with the community on current services provided, reviewing service levels and obtaining clarity on community expectations.
- Implementing recommendations from the University of Newcastle Independent Review.

In the words of Professor Drew, "there is no one simple solution – this predicament has developed over many decades and is the result of a number of complex problems. The situation therefore calls for decisive action whereby all remedies warrant serious consideration in view of the circumstances."

Further detail on Council's financial sustainability is contained in the Long Term Financial Plan.

Future permanent Special Rate Variation

Detailed financial modelling is contained in the Long Term Financial Plan. The plan models the following six scenarios:

- **Baseline** – models the financial impact of delivering current services with minor service reductions, renewing assets in accordance with Council's updated Strategic Asset Management Plan and no future increase above the rate peg to general rates.
- **Baseline with intervention** – models the financial impact of delivering current services with minor service reductions, renewing assets at 50% of the level recommended in Council's updated Strategic Asset Management Plan and no future increase above the rate peg to general rates.
- **Planned** – models the financial impact of delivering current services with minor service reductions, renewing assets to the greatest extent possible with Council's Strategic Asset Management Plan (roads at 79% of recommended) and a cumulative 69.94% increase to general rates over two years (52.01% in 2025/26 effectively including the temporary 19.00% and 17.00% SRV increases and 11.80% in 2026/27).
- **Alternate** – models the financial impact of delivering current services with minor service reductions, renewing assets in accordance with Council's updated Strategic Asset Management Plan and a cumulative 163.93% increase to general rates over three years (70.00% in 2025/26 effectively including the temporary 19% and 17% SRV increases, 35.00% in 2026/27 and 15.00% in 2027/28) to provide a financially sustainable solution for the ten years of the LTFP.

- **Independent review scenario** – models the financial based on recommendation by Professor Joseph Drew with cumulative 69.94% increase to general rates over 2 years (52.01% in 2025/26, effectively including the temporary 19.00% and 17.00% SRV increases, 11.80% in 2027/28).
- **Alternate 2** – models the financial impact of delivering current services with minor service reductions, renewing assets at a less significant reduction based on Council's updated Strategic Asset Management Plan (roads at 66% of recommended). Implementing proposed increase in general rates by 33.87% by converting the temporary 19.00% and 17.00% SRV increases in 2023/24 and 2024/25 to permanent.

It is acknowledged that the Baseline and Alternate scenarios are not likely to be acceptable to Council or the community. The Alternate scenario provides the level of rate increase required to be financially sustainable over the ten years, assuming no significant external events that impact Council's financial position.

The Baseline with intervention scenario was developed to understand Council's position in the event that there is no future SRV. This scenario provides a significant reduction in asset renewal, well below recommended levels. This will result in assets deteriorating further, however will provide time for significant service reform to occur.

The Planned scenario is the recommended scenario. The Planned scenario will provide additional revenue required to progress asset maintenance and renewal over the next five to seven years (approx. \$6 million per annum). This time frame will also allow comprehensive asset management work to be progressed and any changes to the local government financial environment to be introduced, such as Roads to Recovery funding or other funding changes.

Asset Management

The State of our Council Infrastructure Asset (SOCIA) report was presented to the November 2022 Council meeting, providing a summary of the current situation of council's assets based on a risk assessment approach. The report informs the Strategic Asset Management Plan (SAMP) and the report on infrastructure assets contained in the annual financial statements.

Council's Strategic Asset Management Plan (SAMP), adopted in early 2023, defines its strategic direction (where Council wants to be, considering the current situation) and objectives to keep it on track. While the SOCIA Report identifies the cost of work required to bring all assets to a satisfactory standard, the SAMP outlines council's limited financial capacity and utilising a risk management approach prioritises the assets that can be brought to a satisfactory standard.

The Strategic Asset Management Plan (SAMP) has been recently updated. This updated SAMP has been incorporated into the Long-Term Financial Plan (LTFP). The Baseline without intervention and Alternate scenarios include all recommended asset renewals from the updated SAMP. Other scenarios involve reductions in asset renewal, starting with moderate reductions in the Planned scenario, followed by significant reductions in Alternate 2, and finally the least renewal in the Baseline without intervention scenario. The Baseline with intervention scenario has a reduced level of asset renewal to allow for further assessment of future service levels.



Productivity improvements and cost containment strategies

Council is committed to delivering services in an efficient and effective manner. To achieve this Council has a continuing focus on identifying and implementing opportunities to improve productivity and contain costs.

Productivity improvements and cost containment initiatives are being progressed in the following areas:

- Increase productivity of employees through training, the use of technology and implementation of different methods of working.
- Reduce cost of energy across Council operations.
- Dispose underutilised assets.
- Protect and increase revenue streams.
- Improve financial management practices.
- Other initiatives to reduce expenditure.
- Implement initiatives to reduce risk and avoid costs.
- Changed service levels.
- Improve asset management practices.

Further detail on these measures is contained in the Long Term Financial Plan.

Other revenue streams

Maximising other revenue streams, such as income from the saleyards, property holdings, caravan parks and aquatic centres, will assist in improving Council's financial position over time. Analysing ratepayer subsidies of service provided enables due consideration to be given to services where the ratepayer subsidy can be phased out and those where it is appropriate to continue with a subsidy and to what extent.

Further work is being progressed to review service pricing and opportunities to protect and increase revenue streams.

Service reviews

Service reviews enable Council to engage with the community on current services provided, obtaining greater understanding of community expectations, the resourcing required to meet these expectations and the community willingness to provide the funding required. This will provide Council with greater clarity when making decisions about service levels. A budget of \$200,000 has been provided for service reviews to be conducted in 2024/25. The first service review to commence in 2024/25 is in relation to the planning and building services.

Implementing Independent Review recommendations

The 2023 Independent Review by the University of Newcastle, a project led by Professor Joseph Drew, contained numerous recommendations to improve Council's financial sustainability, such as:

- Providing better price signals and targeting full cost recovery for non-regulated prices except where a clearly articulated subsidy is in place.
- Establishing a stronger focus on maintenance.
- Reviewing service levels.
- Clearly conveying to the community that financial sustainability concerns dictate that, in future, 'needs' must be prioritised over 'wants'.

A number of the recommendations have been incorporated into this Delivery Program and progress will be reported on a six monthly basis.

Summary

The following four year financial summary contains the detail for the Baseline with intervention scenario and the Planned scenario.

Financial Summary (\$'000)	BASELINE SCENARIO (with intervention)				PLANNED SCENARIO			
	FY24/25	FY25/26	FY26/27	FY27/28	FY24/25	FY25/26	FY26/27	FY27/28
<u>Income Statement</u>								
Total Income from Continuing Operations	52,631	48,961	50,661	49,812	52,631	53,793	57,013	56,601
Total Expenses from Continuing Operations	55,045	54,795	55,603	54,499	55,045	54,869	55,756	57,172
Operating Result from Continuing Operations Surplus/(Deficit)	- 2,414	- 5,834	- 4,942	- 4,687	- 2,414	- 1,076	1,257	- 571
Grants & Contributions for Capital Purposes - Cash	1,113	62	64	67	1,113	62	64	67
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	- 3,527	- 5,896	- 5,006	- 4,754	- 3,527	- 1,138	1,193	- 638
<u>Balance Sheet</u>								
Total Assets	848,822	842,000	836,120	830,290	848,822	846,758	847,077	845,563
Total Liabilities	21,228	20,240	19,303	18,159	21,228	20,240	19,303	18,359
Net Assets	827,593	821,759	816,817	812,131	827,593	826,518	827,775	827,204
Total Equity	827,593	821,759	816,817	812,131	827,593	826,518	827,775	827,204
<u>Cash Flow Statement</u>								
Net Cash Provided by (or used in) Operating Activities	13,825	10,261	11,049	11,558	13,825	14,701	17,285	16,078
Net Cash Provided by (or used in) Investing Activities	- 18,136	- 7,411	- 7,197	- 7,923	- 18,136	- 10,109	- 10,039	- 10,462
Net Cash Provided by (or used in) Financing Activities	- 1,458	- 1,458	- 1,458	- 1,458	- 1,458	- 1,458	- 1,458	- 1,458
Net Change in Cash	- 5,769	- 8,608	- 7,606	- 7,823	- 5,769	- 6,866	- 3,212	- 4,842

Breakdown

Operating Statement

Income Statement Projections (\$'000)	BASELINE SCENARIO (with intervention)				PLANNED SCENARIO			
	FY24/25	FY25/26	FY26/27	FY27/28	FY24/25	FY25/26	FY26/27	FY27/28
Income from Continuing Operations								
Rates and Annual Charges	22,559	20,636	21,508	22,539	22,559	25,403	27,699	29,116
User Charges and Fees	10,301	10,386	11,013	11,250	10,301	10,386	11,013	11,250
Interest & Investment Revenue	1,551	809	820	870	1,551	874	981	1,082
Other Revenues	410	448	465	481	410	448	465	481
Grants & Contributions for Operating Purposes	16,427	16,350	16,521	14,335	16,427	16,350	16,521	14,335
Grants & Contributions for Capital Purposes - Cash	1,113	62	64	67	1,113	62	64	67
Net Gains from the Disposal of Assets	270	270	270	270	270	270	270	270
Total Income from Continuing Operations	52,631	48,961	50,661	49,812	52,631	53,793	57,013	56,601
Expenses from Continuing Operations								
Employee Costs	19,195	19,511	19,819	19,754	19,195	19,511	19,818	20,419
Borrowing Costs	524	488	450	410	524	488	450	410
Materials and Services	19,285	18,500	18,790	17,532	19,285	18,500	18,790	19,306
Depreciation	15,421	15,654	15,879	16,115	15,421	15,728	16,033	16,349
Other Expenses	620	642	664	687	620	642	664	687
Total Expenses from Continuing Operations	55,045	54,795	55,603	54,499	55,045	54,869	55,756	57,172
Operating Result from Continuing Operations Surplus/(Deficit)	- 2,414	- 5,834	- 4,942	- 4,687	- 2,414	- 1,076	1,257	- 571
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	- 3,527	- 5,896	- 5,006	- 4,754	- 3,527	- 1,138	1,193	- 638

CAPITAL EXPENDITURE

Summary

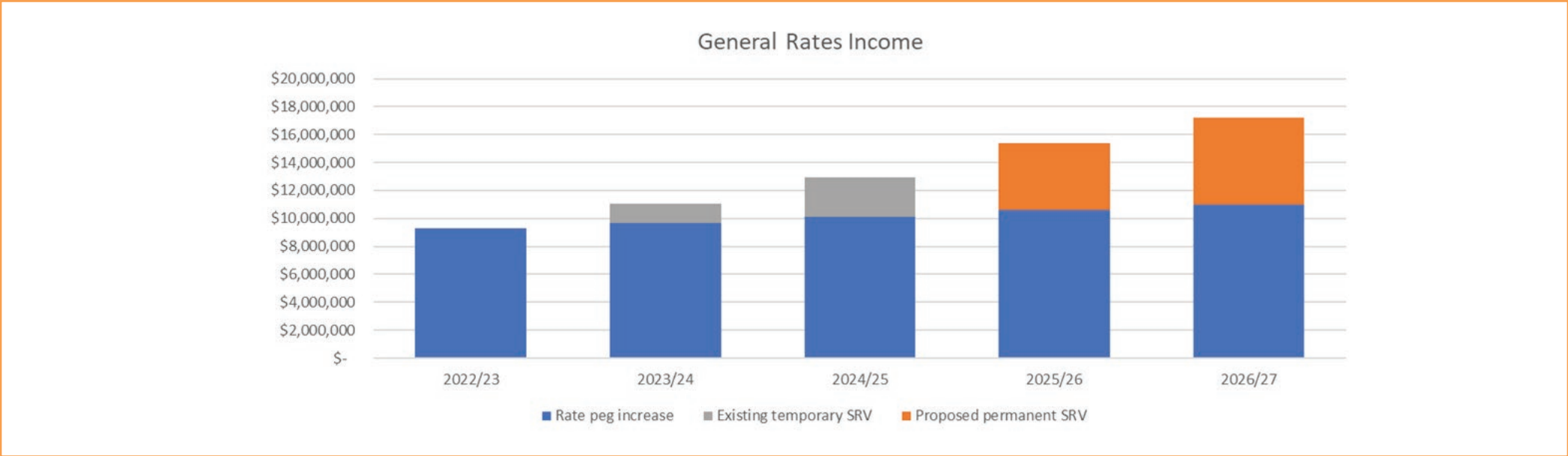
Capital Works Statement Projections (\$'000)	BASELINE SCENARIO (with intervention)				PLANNED SCENARIO			
	FY24/25	FY25/26	FY26/27	FY27/28	FY24/25	FY25/26	FY26/27	FY27/28
Sealed Roads	2,930	3,293	3,409	3,528	2,930	4,475	4,632	4,794
Unsealed Roads	-	580	600	621	-	824	853	883
Bridges	-	-	-	-	-	-	-	-
Kerb and gutter	-	-	-	-	-	52	54	55
Footpaths	-	52	54	55	-	104	107	111
Buildings	-	440	455	471	-	766	916	870
Stormwater drainage	91	62	64	67	91	414	428	443
Sewerage	5,901	1,030	986	768	5,901	1,030	986	768
Water	5,577	1,051	772	912	5,577	1,051	772	912
Plant, machinery and equipment	2,377	1,774	1,862	2,136	2,377	2,265	2,296	2,261
Computers and telecommunications	280	228	201	639	280	228	201	639
Landfill cells	415	259	214	-	415	259	214	-
Additional Capital Works due to SRV	1,730	-	-	-	1,730	-	-	-
Total Capital Works	19,301	8,768	8,617	9,197	19,301	11,466	11,459	11,736

PLANNED SCENARIO - FUTURE SPECIAL VARIATION

The Planned scenario proposes a 69.94% cumulative increase in general rates over the next two years. This would raise total rates from \$12.9 million in 2024/25 to \$15.4 million in 2025/26 and \$17.2 million in 2026/27. Compared to a scenario without future SRV, this represents a 52.01% increase in 2025/26 and an 11.80% increase in 2026/27.

The following graph displays the total General Rates Income to be collected under Proposed scenario as well as the total General Rates Income collected under the rate peg.

Given that the 52.01% increase effectively includes the temporary 19.00% and 17.00% SRV increases from 2023/24 and 2024/25, the rates payable for an individual property in 2025/26 would increase by 19.00% on the general rates charged in 2024/25.



Average rates will increase over the duration of the Special Rate Variation (2025/26-2026/27), as outlined in the table to the right. This table also compares these rates to the average rates if general rate increases were limited to the rate peg.

**FY25/26 increase based on ^FY24/25 general income after it has been reduced to what it would have been, had the annual permitted increase for each Year from Year 2023-24 to Year 2024-25 (inclusive) been the rate peg determined by IPART under section 506 of the Local Government Act 1993.*

	Average rates	BASELINE SCENARIO - RATE PEG ONLY		PLANNED SCENARIO - SRV		PLANNED SCENARIO - SRV (against FY24/25 average rates)	
	FY24/25	FY25/26*	FY26/27	FY25/26*	FY26/27	FY25/26	FY26/27
Yearly average	\$ 961.31	\$ 811.74	\$ 840.15	\$ 1,177.41	\$ 1,316.35		
Weekly average	\$ 18.49	\$ 15.61	\$ 16.16	\$ 22.64	\$ 25.31		
Yearly increase		\$ 37.18	\$ 28.41	\$ 402.85	\$ 138.93	\$ 216.10	\$ 138.93
Weekly increase		\$ 0.71	\$ 0.55	\$ 7.75	\$ 2.67	\$ 4.16	\$ 2.67
% increase		4.80%	3.50%	52.01%	11.80%	22.48%	11.80%
% cumulative increase		4.80%	8.47%	52.01%	69.94%	22.48%	36.93%

	Average rates	BASELINE SCENARIO - RATE PEG ONLY		PLANNED SCENARIO - SRV		PLANNED SCENARIO - SRV (against FY24/25 average rates)	
	FY24/25	FY25/26*	FY26/27	FY25/26*	FY26/27	FY25/26	FY26/27
Yearly average	\$ 5,356.87	\$ 4,256.58	\$ 4,405.56	\$ 6,174.07	\$ 6,902.61		
Weekly average	\$ 103.02	\$ 81.86	\$ 84.72	\$ 118.73	\$ 132.74		
Yearly increase		\$ 194.96	\$ 148.98	\$ 2,112.45	\$ 728.54	\$ 817.20	\$ 728.54
Weekly increase		\$ 3.75	\$ 2.87	\$ 40.62	\$ 14.01	\$ 15.72	\$ 14.01
% increase		4.80%	3.50%	52.01%	11.80%	15.26%	11.80%
% cumulative increase		4.80%	8.47%	52.01%	69.94%	15.26%	28.86%

	Average rates	BASELINE SCENARIO - RATE PEG ONLY		PLANNED SCENARIO - SRV		PLANNED SCENARIO - SRV (against FY24/25 average rates)	
	FY24/25	FY25/26*	FY26/27	FY25/26*	FY26/27	FY25/26	FY26/27
Yearly average	\$ 1,785.07	\$ 1,458.00	\$ 1,509.03	\$ 2,114.80	\$ 2,364.35		
Weekly average	\$ 34.33	\$ 28.04	\$ 29.02	\$ 40.67	\$ 45.47		
Yearly increase		\$ 66.78	\$ 51.03	\$ 723.58	\$ 249.55	\$ 329.73	\$ 249.55
Weekly increase		\$ 1.28	\$ 0.98	\$ 13.91	\$ 4.80	\$ 6.34	\$ 4.80
% increase		4.80%	3.50%	52.01%	11.80%	18.47%	11.80%
% cumulative increase		4.80%	8.47%	52.01%	69.94%	18.47%	32.45%

Increase by rating category under Planned scenario:

^FY24/25 general income at rate peg have applied the changes in rating structure of maintaining base rate as a standard approach. Therefore, comparison against FY24/25 average rates have shown different % increase results by categories even though Council simulated a uniform increase.

Category	Number of Assessments	FY24/25 Forecast Notional Income Yield (adopted)	^FY24/25 Forecast Notional Income Yield (Rate peg)	FY25/26 Forecast Notional Income Yield 52.01% SRV	FY26/27 Forecast Notional Income Yield 11.80% SRV	FY24/25 Average (adopted)	FY25/26 Average increase	FY26/27 Average increase
Farmland	1,030	\$5,517,576	\$4,183,468	\$6,359,289.64	\$7,109,685.82	\$5,356.87	\$817.20	\$728.54
Residential	6,392	\$6,144,694	\$4,951,008	\$7,526,026.54	\$8,414,097.67	\$961.31	\$216.10	\$138.93
Business	712	\$1,270,972	\$990,552	\$1,505,737.74	\$1,683,414.79	\$1,785.07	\$329.73	\$249.55
		\$12,933,242	\$10,125,027	\$15,391,054	\$17,207,198			

The Special Rate Variation, subject to IPART approval and proposed to commence from July 2025, will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, and to maintain existing service levels.



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