



**FEDERATION
COUNCIL**

CREATING OPPORTUNITY CELEBRATING COMMUNITY



Annual Report

22
23



Federation Council acknowledges the traditional custodians of the land.

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.

Photo: Federation Way, heading to Urana.



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Section

01

Our Council

Photo: Fun at the Corowa Aquatic Centre.



About Us

Federation Council is a relatively young council that has been operating for just over 7 years. It is responsible for delivery of services across its vast land area encompassing 5,685 square km and its extensive network of infrastructure.

We have a strong agricultural history of broadacre cropping and livestock farming and is home to some of Australia's largest manufacturing organisations. Like many regions, Federation faces certain economic challenges including population growth, employment diversity and youth retention. These challenges can be offset and mitigated by leveraging our key strengths, such as our vibrant regional lifestyle and strategic location.

The Federation Council area is a vibrant region for Arts, Culture and Heritage. The region's lifestyle is complemented with an active arts community offering a number of initiatives including galleries, museums, festivals and performing arts.

Federation Council embraces cultural diversity and is supportive of initiatives that promote the benefits of a culturally, linguistically and religiously diverse community. Community based events highlight the region's diverse spirit and vibrancy. They play an important role in bringing people together and creating a strong sense of community pride.

Council's Delivery Program outlines the key services delivered under each of our key objectives that reflect the community values within the Community Strategic Plan 2022-23 to 2031-32 (Our Community Our Opportunity). These objectives form the basis of our commitment to the community and this report.



1. Built Federation:

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



2. Economic Federation:

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



3. Natural Federation:

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



4. Social Federation:

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



5. Well-Governed Federation:

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

Photo: Aerial of Corowa.

Message from the Mayor & General Manager

Mayor Cr
Patrick Bourke
& General Manager
Adrian Butler



On behalf of Federation Council we are pleased to present our 2022 - 2023 Annual Report.

This document is an important means of communication between Council and the community and it provides us with the opportunity to highlight the programs and achievements for the 2022-2023 financial year.

We are proud of the achievements made this year and are committed to further organisational improvements. The aftermath of the floods continued to dominate so much of our work in 2022-23 as we walked alongside many in our community and wider region on the long road to recovery. For Council, progress on fixing a lot of our damaged infrastructure, including roads and buildings, was frustratingly slow due to funding red tape. Despite the challenges, staff have worked diligently to embrace a significant workload, and achieved great results.

Key highlights from the 2022-2023 annual year included:

- Strategic Asset Management Plan (SAMP) and State of our Council Infrastructure report adopted for local roads, bridges and footpaths.
- Significant progress on the \$10million renewal and upgrade works for the Corowa Saleyards Centre.
- Updated Masterplan for Lowe Square Recreation Reserve Howlong adopted.
- Funding secured for the design of the new Corowa Sewerage Treatment Plant.
- Service review framework has been drafted to support a consistent approach to the undertaking of service reviews.
- Major works involving significant walking tracks, signage and river deck areas are continuing across the Corowa Foreshore as a consequence of funding secured from the Crown Reserve Improvement Fund.
- Volunteer recognition celebration held in Howlong and attended by over 100 volunteers.
- Funding secured and contracts awarded for flood mitigation works, including investigation and design work for the Urana Levee Upgrade and flood modification measures in Boree Creek and Morundah.

- Asset Management Strategy completed and road hierarchy being developed.
- Temporary Special Rate Variation approved for 2023-24 and 2024-25 to support increased investment in roads and other infrastructure assets.
- Actions delivered from the Arts and Culture Strategy including planning and development of a Reconciliation Action Plan (RAP), By the Banks Mural in Mulwala, Murray Arts membership and promotion to the broader community, NAIDOC Week and National Reconciliation Week celebrations and activities, Library school holiday activities including authors, musicians and nature weaving activity.
- Seniors Week celebrations held in Corowa and Morundah.
- Secured funding for improvements to the Corowa Civic Bowls Club, Howlong Library, Mulwala Library, Mulwala Pioneer Museums, Oaklands Recreation Reserve and Urana Caravan Park.

Council has continued to make great progress on our financial sustainability journey that we first embarked on in mid-2019. Council is aware of its challenges to ensure it continues to remain financially sustainable into the future, but we are proud of the way Council continues to balance these challenges, whilst delivering the services and initiatives that are valued by our community, as well as planning long term for a brighter future.

Council remains committed to engaging further with our community on this journey over the coming year, whilst continuing to deliver efficiencies and cost saving measures.

A big thank you goes to our many valued volunteers, committees, and the many community based organisations and clubs that partner with Council across so many areas including in emergency services (State Emergency Services, Volunteer Rescue Association and Rural Fire Service), sport, the environment, history, and arts and culture, and continue to assist Council in service delivery to ensure our communities remain vibrant and positive spaces.

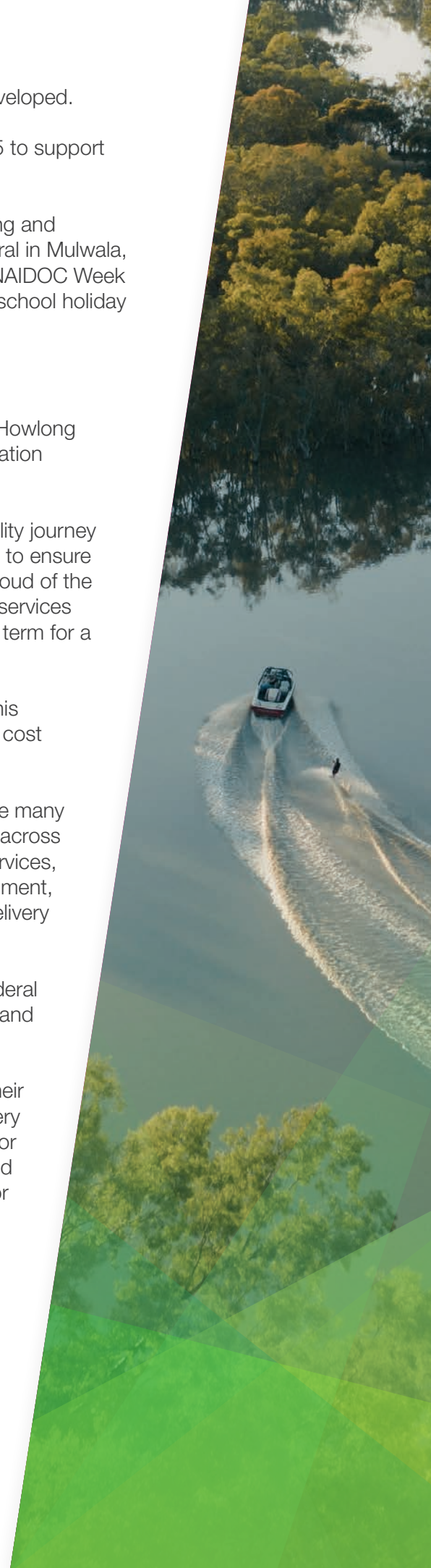
Council also continued to strengthen its relationships with State and Federal agencies particularly in the major flooding across the latter part of 2022 and the ongoing recovery work.

In closing, our heartfelt gratitude is extended to the Council staff for their outstanding compassion, care and professionalism in yet another very challenging year. We also extend a big thank you to our Councillors for all the time and energy you invested in representing your community and seeking to achieve significant outcomes and long term improvements for our Council and the Council area, as a whole - it is greatly appreciated.

Kind Regards,

**Federation Council Mayor, Cr Patrick Bourke and
Federation Council General Manager - Adrian Butler.**

Photo: Aerial of the Urana Aquatic Centre



Our Councillors

Federation Council is governed by nine elected Councillors. The last Council Election was held in September 2021. Councillors provide leadership and establish policy and strategic direction for the organisation and the future of the Council area.



Mayor
Cr Patrick Bourke



Cr Rowena Black



Cr David Fahey
OAM



Cr Sally Hughes



Cr Andrew Kennedy



Cr Gail Law



Cr David Longley



Cr Aaron Nicholls



Deputy Mayor
Cr Shaun Whitechurch

Organisational Structure

Councillors

Audit Risk & Improvement Committee

General Manager

Adrian Butler



Executive Support
Mayoral Support
Communications & Engagement
Ball Park Caravan Park

Director
Corporate
& Community
Services

Jo Shannon



Human Resources
Finance
Corporate Governance / Risk
Customer Service / Libraries
Information Technology
Economic Development / Tourism
Community Services
Mobile Preschools

Director
Development &
Environmental
Services

Susan
Appleyard



Environment, Facilities &
Regulations
Planning & Development
Buildings & Facilities
Corowa Aquatic Centre
Corowa Saleyards Complex

Director
Engineering
Services

Theo
Panagopoulos



Infrastructure
Utilities
Operations
Recreation

Overview

Location

Federation Council is located in the Riverina region of New South Wales, Australia.

This area extends westward along the Murray River from the larger urban areas of Howlong across to Corowa and Mulwala. Stretching north past the Newell Highway passing through its northern most village of Morundah and east across to the township of Boree Creek.

Other villages spread across the area include Balldale, Buraja, Coreen, Daysdale, Hopefield, Lowesdale, Rand, Rennie and Savernake as well as the central towns of Urana and Oaklands. It is bound to the south by the Murray River and the state of Victoria.



Photo: Aerial of Urana open fields.

Population (2022)

12,854



Land Area
(Square km)

5,685



Population
Density

2.26



Employed

96.6%



Source: Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented in profile.id by .id (informed decisions).

This Annual Report

Purpose, context and how to read this report

Federation Council is pleased to present its final Annual Report which provides the community with a report on the progress of the actions committed to by Council for the period 2022/23.

The Annual Report is one of the key points of accountability between a council and its community.

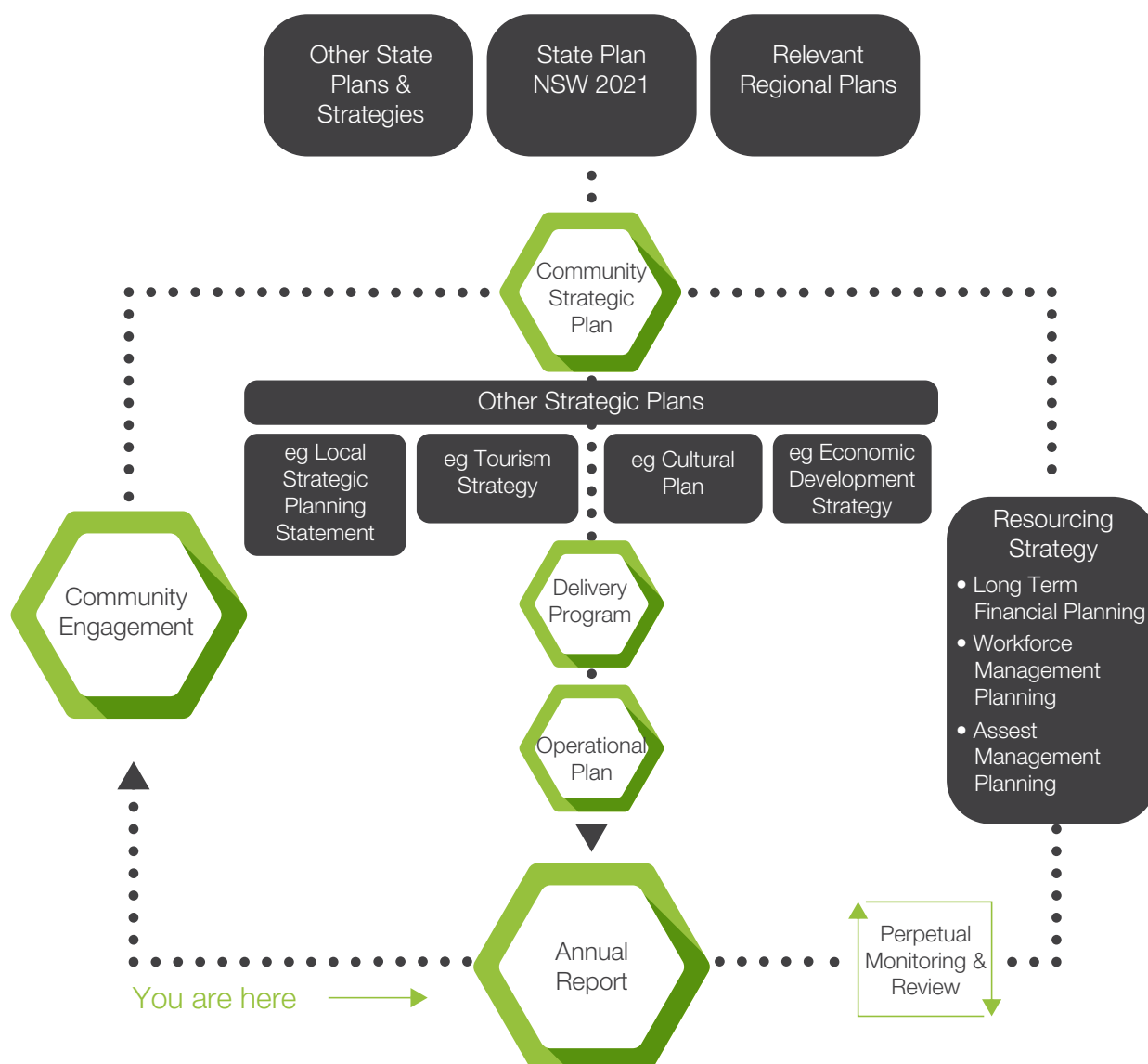
It focuses on our implementation of the Delivery Program and the Operational Plan actions that are under Council Control

This Annual Report includes information about Federation Council, outlined in 3 major sections:

- **Section 1:** Our Council
- **Section 2:** Progress and performance - Outlining key themes identified in CSP (Built, Economic, Natural, Social and Well-Governed)
- **Section 3:** Statutory Reporting - tabling the advancement of each of the priority areas of the Delivery Program and Operational Plan.

Our Planning and Reporting Framework

The Diagram below shows the perpetual cycle that is referred to as the Integrated Planning and Reporting process or IP&R.



Responsible Officer Key

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.

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

Document Acronyms

Document Acronyms	
CDAT	Community Drug Action Team
CSP	Community Strategic Plan
DCP	Development Control Plan
DIAP	Disability Inclusion Access Plan
EP&A Act	Environmental Planning and Assessment Act 1979
FACS	Family and Community Services
GROW	Growing Regions of Welcome
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 and Mobility Plan
RAMJO	Riverina and Murray Joint Organisation
RAP	Reconciliation Action Plan
REDS	Regional Economic Development Strategy
RV	Recreational Vehicle
SCCF	Stronger Country Communities Fund
SRV	Special Rate Variation
TfNSW	Transport for NSW
WHS	Work Health and Safety
WMS	Workforce Management Strategy



Photo: Bushwalking, Federation LGA.

Section

02

Progress & Performance

Photo: Lake Mulwala.



Progress & Performance Snapshot

These guiding documents were developed following extensive consultation with our community and include five key themes, each with a series of goals for Council to measure its performance against.

The following describes our strategic outcomes and status of the Council's Annual Operational Plan and implementation of its 4-year Delivery Program.

Key to progress:



Completed



Ongoing/ Partially Complete



Not Progressing



Not Due to Start



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



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



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



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



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



Built Federation	4	15	2	0
Economic Federation	4	14	1	0
Natural Federation	4	3	5	2
Social Federation	22	7	1	0
Well Governed Federation	15	15	1	0

Built Federation Highlights

- Strategic Asset Management Plan (SAMP) and State of our Council Infrastructure report adopted by Council.
- Masterplan for Lowe Square Recreation Reserve Howlong, adopted by Council.
- Funding was obtained to progress projects contained in the Pedestrian Access and Mobility Plan.
- Funding secured for the design of the Corowa Sewerage Treatment Plant.
- Council's kerbside collection contract has been advertised and evaluated and is now ready for Council to award. The introduction of the 3-bin system will be extended to areas that receive a waste collection service.

Photo: Aerial of Purtle Park Mulwala.

Built Federation





Key Performance Measures



Key Performance Indicator Measure	Measure	Target	Actual
Unsealed roads graded	km	1,100	342
Sealed roads renewed	km	14	18.6
Validated customer requests regarding broken or damaged infrastructure	#	<100	*
Sewer compliance with NSW Environment Protection Authority licence requirements	%	100	66
Life cycle asset sustainability index for 6 major categories	#	0.80	**
Water quality meets Australian Drinking Water Guidelines	%	100	100
Availability of sporting/ recreation facilities for users	%	100	90%
Recyclable / organics in kerbside collection	%	80	67.02
Waste deposited in landfills	Cubic metres	2,400	2,680






* Data unavailable at this time








** To be provided with Financial Statements

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

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.1	Develop an overarching Asset Management Plan for Council's Assets.		Council adopted its Strategic Asset Management Plan and the State of our Council Infrastructure Assets documents.
	1.1.2	Finalise Asset Management Plan for local roads, bridges and footpaths.		Strategic Asset Management Plan is completed. The document will be implemented and continually reviewed.
	1.1.3	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.		Council's Asset Management Strategy has been completed. Works continue on a road hierarchy plan and this is scheduled to be completed in 2023-24 and 2024-25.
	1.1.4	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.		The development of capital works renewal and improvement plans will be a focus area for the 2023-2024 financial year.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Implement a Capital Works renewal and improvement program for Aquatic, recreational, and other community facilities.		Development of a capital works renewal and improvement program for Aquatic, recreational, and other community facilities has not yet commenced. This work will commence in the second half of the 2023-2024 financial year.
	1.2.2	Develop Masterplan for Memorial Park/ Cross Street Reserve Howlong.		An external consultant will be engaged to deliver the masterplan in collaboration with Federation Council and the Howlong community in the 2023-2024 financial year.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.	1.3.1	Implement a Capital Works renewal and Improvement program for water services.		Development of a capital works renewal and improvement program for water services is partially completed. The work being undertaken by Public Works will establish ten-year renewal and improvement programs.
	1.3.2	Develop water systems capacity review (Corowa, Howlong and Mulwala).		Initial, high-level reviews of the water systems have been completed. Public Works will undertake a more detailed review and prepare a Strategic Plan across both water and sewer in the next 12 to 18 months.
	1.3.3	Implement Water Infrastructure upgrades for Howlong.		Water infrastructure upgrades are currently under construction and scheduled for completion in the second half of 2023.
	1.3.4	Seek funding for the renewal of the Mulwala Water Treatment Plant.		Public Works are in the process of being engaged (awaiting outcome of funding application) to prepare a Strategic Plan for the sewer and water business of council. This work will include the preparation of a business case to support future funding applications for the renewal of the Mulwala Water Treatment Plant.
	1.3.6	Develop Integrated Water Cycle Management Plan.		Public Works are in the process of being engaged (subject to receipt of funding) to develop an Integrated Water Cycle Management Plan.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
1.4 Maintain and improve sewerage services and systems to meet the needs of residents and industry.	1.4.1	Implement a Capital Works renewal and improvement program for sewer services.		Development of a capital works renewal and improvement program for sewer services is partially completed. The work being undertaken by Public Works will establish ten-year renewal and improvement programs.
	1.4.2	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment plant.		Funding for the design of the Corowa Sewerage Treatment Plant has been secured. Detailed design will be completed by the second half of 2024 ready for tender. Additional funding will be sought for the construction phase of the works.
	1.4.3	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).		Initial, high-level reviews of the sewerage systems have been completed. Public Works will undertake a more detailed review and prepare a Strategic Plan across both water and sewer in the next 12 to 18 months.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
1.5 Maintain and improve stormwater and flood protection systems to meet the needs of residents and industry.	1.5.1	Implement a Capital Works renewal and improvement program for stormwater services.		Development of a capital works renewal and improvement program for stormwater services has not yet commenced. This work will commence in the second half of the 2023-2024 financial year.
	1.5.2	Finalise Urana and surrounding villages Flood Management Plan, develop long term works plan and seek funding for implementation.		Plan adopted by Council in December 2022. Funding now received for detailed design of agreed works, and this is progressing with the input of the Flood Committee.
	1.5.3	Finalise Howlong, Corowa and Mulwala Flood Study and Plan.		Study progressing and now including the modelling for the November 2022 floods for Howlong, Corowa and Mulwala
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
1.6 Advocate for public transport, telecommunications and energy utilities that meet the needs of residents and industry.	1.6.1	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry.		Council continues its advocacy across a range of areas including through RAMJO to obtain better outcomes for the community from these non-Council services.




4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
1.7 Improve waste management services.	1.7.1	Actively participate in kerbside collection contract renewal process.		Kerbside collection contract has been advertised and evaluated. Anticipated that a contract award will occur at the July 2023 Council Meeting.
	1.7.2	Finalise Federation Council Waste Strategy.		Following the award of the new kerbside collection contract, work on this strategy will recommence.
	1.7.3	Introduce three bin system for all waste collection areas under the joint contract.		The kerbside collection contract has been advertised and evaluated. It is anticipated this contract will be awarded at the August 2023 meeting of council. The introduction of the 3-bin system will be extended to areas that receive a waste collection service.



Photo: Corowa Aquatic Centre outdoor pool.

Economic Federation Highlights

- GROW - Growing Regions Of Welcome program has already produced some strong indicators for attracting qualified and experienced staff in key areas of need for Council.
- 12 additional powered sites for Urana Caravan Park have supported the increase in visitor nights and overall usage at the park experienced throughout the year.
- Continued interest and sale of lots at Howlong Industrial Precinct, with first lots being developed.
- Funding achieved through the NSW Government's community events program to host North of the Murray Event series.
- All tenders awarded for the upgrade works which will result in improved environmental and annual welfare outcomes, as well as provide better experience for users of the facility for the Corowa Saleyards Centre.

Photo: Corowa Water Treatment Plant.







Economic Federation









Key Performance Measures

Key Performance Indicator Measure	Measure	Target	Actual
Actions from Economic Development Strategy progressed	%	10%	*
Increase visitation numbers to the Federation Region	%	5%	*
Corowa Saleyards throughput	head	615,000	524,128
Ball Park Caravan Park visitation – Increased from previous Financial Year (FY)	%	10	*

* Data unavailable at this time

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

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Finalise the Federation Council Growth Strategy, ensuring it includes projects to achieve higher rates of population and employment growth, especially in youth and young family segments.		Works progressing but need to be informed by other studies yet to be completed. i.e. servicing plans for water and sewer.
2.2 Support workforce development.	2.2.1	Work with RAMJO and other key stakeholders to prepare a plan which addresses critical local skills shortages.		Progressing as appropriate discussions with RAMJO and other relevant agencies, such as the Jobs and Skills Task force.
2.3 Encourage affordability.	2.3.1	Ensure strategy and long-term planning considers the development of new affordable residential land.		Being undertaken locally as part of the growth strategy, at State and Federal Level by many different agencies.
2.4 Support inward investment.	2.4.1	Develop an Economic Advocacy Plan.		Current staffing vacancies has delayed the progression of this project.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
	2.4.2	Support and encourage opportunities for increased public and private sector investment across the council area.		Council's Economic Development Strategy contains actions in this area. Council is also progressing its Growth Strategy, a major strategic land use plan to enable orderly infrastructure development in suitable land release areas. Council's Howlong Industrial Precinct also has lots available, with a number sold in 2022-23.
	2.4.3	Seek public and Private sector investment for upgrades to Ball Park Caravan Park.		Progressing as appropriate in line with direction from Council.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
2.5 Support entrepreneurship and industrial diversification.	2.5.1	Progress sale of industrial land in the Howlong Industrial Estate.		Consistent progress made.
	2.5.2	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects.		Key documents being prepared to allow strategy to be completed including, Asset Management Plans, Servicing Plans, Review of Open Space and Community Facilities.
	2.5.3	Develop and Implement Commercial activities on Public Land Policy.		Ongoing - under cooperative development with internal stakeholders.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
2.6 Support a collaborative regional approach to economic development.	2.6.1	Progress actions within the Federation Council Economic Development Strategy.		Restricted progress given level of resources available to advance the project.
	2.6.2	Support and encourage innovative industry trials and projects where appropriate.		Ongoing support and development of strategic relationships with key industry stakeholders, and progression of MOUs as appropriate, e.g., Riverine Plains.
	2.6.3	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.		Ongoing as detailed.








4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
2.7 Support the agricultural industry.	2.7.1	Deliver Stage 1 of the masterplan for the Corowa saleyards.		Works progressing in accordance with construction schedule and due to be completed on time and budget.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
2.8 Increase tourism.	2.8.1	Continue to develop and market the electronic newsletter as a means of communicating with tourism stakeholders.		Ongoing - actioned as per strategic plan.
	2.8.2	Continue implementation of the North of the Murray 5-year Destination Marketing Strategy 2020 – 2024.		Ongoing as per strategic implementation plan.
	2.8.3	Actively seek opportunities for external funding to support the development of key tourism product.		Ongoing. Funding achieved through Community Events Program to host North of the Murray Event Series.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
2.9 Enhance retail.	2.9.2	Support Initiatives to encourage residents to shop locally.		Supported as appropriate via Council's messaging platforms.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
2.10 Support business development.	2.10.1	Progress funding strategy for Masterplan for Corowa Aerodrome.		Council will undertake a service review to guide any future investment/development. This is expected to occur across 2023-24.
	2.10.2	Facilitate local business support services in line with Economic Development Strategy.		Progressing in line with the resource available to advance the project.



Photo: Urana Future Federation Community Engagement Session.
 Pictured: Cr. David Fahey, Jo Shannon & Rodney Anderson.

Natural Federation Highlights

- The Corowa foreshore path from Bangerang park to the Wahgunyah rowing shed and lagoon boardwalk has been completed.
 - Council has an important role to assist in the prevention of disease transmission and illness within the community. Council completed 91 inspections of food businesses. While a good level of compliance was achieved overall, there were a number of compliance actions to protect consumers and ensure food safety standards are adhered to, including:
 - 16 Reinspections
 - 3 Re-Reinspections
 - 4 Warnings
 - 2 Improvement Notices
 - 1 Seizure Notice
- Other Environmental Health Related inspections included:
- 20 inspections of skin penetration premises (beauty, piercing and tattooing)
 - 38 inspections of onsite sewage management / septic systems
 - 25 inspections of public pools
 - 6 approvals to operate inspections of Caravan Parks
 - 3 decommissioning inspections of cooling towers and 2 Installation inspections of cooling towers.
- Secured funding for improvements to the Corowa Civic Bowls Club, Oaklands Recreation Reserve and Urana Caravan Park
 - Updated Masterplan for Lowe Square Recreation Reserve Howlong adopted.




Photo: New Corowa Boardwalk.







Natural Federation






Key Performance Measures

Key Performance Indicator Measure	Measure	Target	Actual
Development Applications assessed within regulatory time frames	%	80	50
Value of Construction Certificates and Complying Development Certificates Issued	\$	\$15M	\$14M
Inspections of high risk food premises conducted	#	79	91
Number of skin penetration inspections	#	6	20
Number of animals destroyed	#	>20	10
Biosecurity Area treated	Km	700	700
Number of Notices, orders and fines issued	#	20	16
Average usage of ovals	#	104	50
Number of requests for tree removals	#	20	10

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

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
3.1 Provide quality recreational spaces.	3.1.1	Adopt updated Lowe Square Howlong Masterplan.		Lowe Square Howlong Masterplan has been adopted.
	3.1.2	Finalise John Foord Corowa Reserve Masterplan.		John Foord Recreation Reserve was included in the Corowa foreshore and surrounds precinct plan.
	3.1.3	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans.		Major works involving significant walking tracks, signage and river deck areas are continuing across the Corowa Foreshore. They were held up in late 2022 due to the major floods and works have now recommenced and are expected to be completed by the end of 2023.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
3.2 Ensure attractive and vibrant public spaces.	3.2.1	Develop a tree management strategy to respond to changing climate.		N/A Future year action (2023-24)
	3.2.2	Develop a tree register for priority recreation reserves.		N/A Future year action (2023-24)
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
3.3 Conserve and utilise waterways, and develop their frontages.	3.3.1	Progress upgrade to Corowa Foreshore (Ball Park Reserve).		The Corowa foreshore path from Bangerang park to the Wahgunyah rowing shed and the lagoon boardwalk have been completed. This upgrade has encouraged use of the path which is a key factor in maintaining positive mental health and wellbeing in our community. Bollards in the path area have been created from red gum timber to enhance the natural environment. We will continue to finish the CRIF funding project as part of our key project delivery in 2023-24.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
3.4 Conserve and utilise public lands.	3.4.1	Support initiatives to manage flora and fauna conservation.		Federation council has improved the natural habitat of areas as Cross Street reserve Howlong, River Street wetlands Corowa, Whitehead wetlands Corowa, Aquatic Centre Urana. The removal of unwanted exotic trees while retaining the native species at each site. A reduction in herbicide applications this year was implemented to help improve the bee population at all sites.
	3.4.2	Finalise Crown Land plan of management across Council managed Crown Reserves.		Habitat Planning have been engaged to prepare plans of management - Estimated time for finalisation is November 2023
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
Support responsible land management practices.	3.5.1	Partner with the Corowa and District Landcare to provide education and awareness opportunities for landholders.		Corowa and District Landcare has held workshops to help educate Landholders on various environmental issues and land management practices in Federation Council.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
3.6 Implement consistent and appropriate land use planning strategies.	3.6.1	Finalise Federation Council Local Environmental Plan including supporting Growth strategy, studies and plans.		A new LEP was not recommended to proceed until Growth Strategy is completed, at the April 2023 Council meeting. Council endorsed the withdrawal of the conversion (like for like) LEP planning proposal. Council will recommence a new overarching Federation LEP to replace the current Corowa and Urana LEPs, once the strategy work is all completed, so it can properly inform any changes.
	3.6.2	Preparation of Council wide Development Control Plan.		Competing priorities and changes in legislation have moved the focus from strategic to statutory planning. It is also considered a waste of resources and is better completed in parallel with the new overarching LEP, once the informing strategy work is completed.
	3.6.3	Review and Update of developer contribution plans.		Competing priorities and changes in legislation have moved the focus from strategic to statutory planning. It is also considered a waste of resources and is better completed in parallel with the new overarching LEP, once the informing strategy work is completed.
	3.6.4	Update of Community Strategic Planning Statement.		Focus of planning has been on statutory requirements with all resourcing focused on legislative change and additional portal compliance requirements. This is also considered best done in line with the new overarching LEP.
	3.6.5	Update community participation plan in accordance with EP&A act 1979.		Focus of planning has been on statutory requirements with all resourcing focused on legislative change and additional portal compliance requirements.

Social Federation Highlights

- Funding achieved through the NSW Government's Community Events Program to host North of the Murray Event Series.
- Council hosted two events for the 2023 NSW Seniors Festival.
- Council hosted an event for over 100 volunteers to celebrate and recognise the significant contributions our local volunteers make within community groups, organisations and with our many community events and projects.
- Mulwala Library conduct local Preschool visits fortnightly. The children listen to stories and borrow a book, this encourages them to come back in to the library with their parents/ caretakers.
- Library Lovers' Day this year celebrated all things Japanese, including a display of items that have been gifted to Federation Council as part of a Sister City cultural exchange with Miki City. We enjoyed Japanese cooking demonstrations, origami, bonsai, beautiful kimonos and pottery displays, the library was a gateway to exploring a wider world.
- Corowa Library operations were impacted in the 2022-2023 financial year by the major flooding which closed the library for 3 months. We were able to operate a Pop-Up library temporary premises in Sanger Street, Corowa. During NAIDOC week in July Uncle Dozer Atkinson, a local Bpangerang Elder, visited the Corowa Library and held a special Storytime session.
- Council continues to deliver actions from the Arts and Culture Strategy including planning and development of a Reconciliation Action Plan (RAP) for the Federation Council, By the Banks Mural in Mulwala, Murray Arts membership and promotion to the broader community, NAIDOC Week and National Reconciliation Week celebrations and activities, Library school holiday activities including authors, musicians and nature weaving activity.
- The Howlong Historical Society has accumulated various records pertaining to the history of the Howlong area. For the safe keeping of these records an old storeroom has been re-dedicated as an archive space.
- This year National Simultaneous Storytime was held at the Howlong Library, with Howlong playgroup and a preschool class joining the fun.
- Delivered the mobile preschool service across the northern area to support our youngest community members and their families
- The Corowa Aquatic Centre experienced 29,862 admissions, 268 memberships, 1019 Aqua Fitness participants as well as 332 Learn to Swim students enrolled.

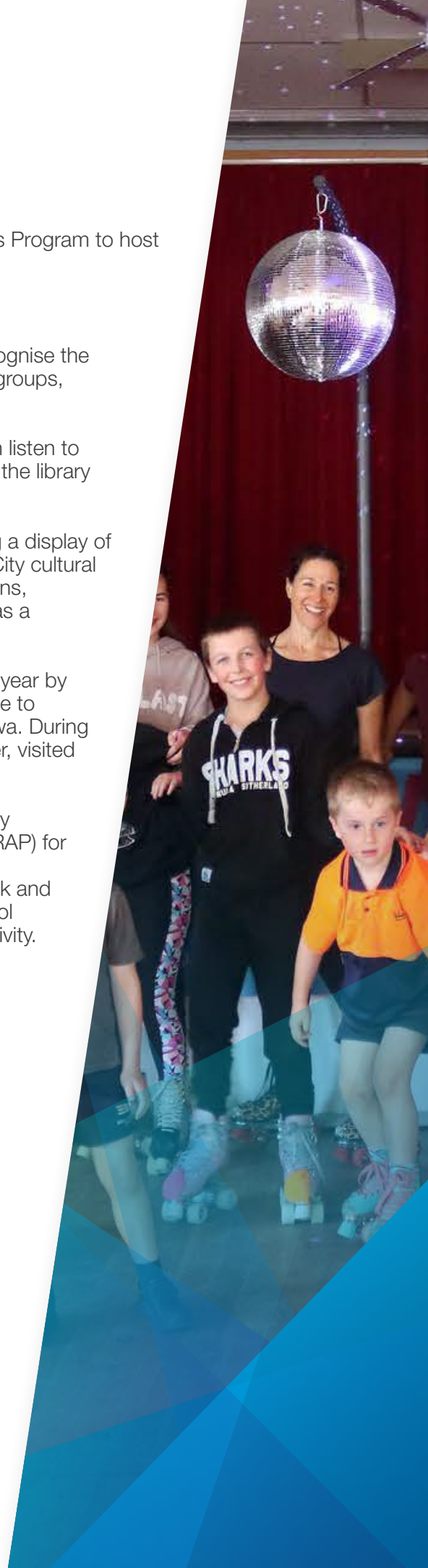




Photo: Urana Roller Disco.

Social Federation

Key Performance Measures

Key Performance Indicator Measure	Measure	Target	Actual
Youth Council Meetings facilitated or attended	#	6	3
Disability Inclusion Action Committee Meetings facilitated	#	10	7
Disability Inclusion Action Plan implementation	% of actions	20%	20%
Visits to library per capita	#	2.4	1.8
Visits to swimming pools / Corowa Aquatic Centre per capita	#	2.7	2.4

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

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.1 Encourage an age-friendly environment.	4.1.1	Update and Implement the Pedestrian Access and Mobility Plan (PAMP).		Implementation of actions within the PAMP are being undertaken as funding becomes available.
	4.1.2	Support the work of the Ageing Well Committee.		Council continues to meet monthly with the Ageing Well Committee. Highlights of the work between the Council and committee over the last year include hosting the Something Old and Something New events which included free transport, engaged and partnered with local service providers to provide educational campaigns, promotion of Council senior focused resources including the Ageing Well Resource, supported and promoted active ageing initiatives such as the MLHD Gentle Exercise and Aqua Exercise program and the Back on Track Vitality Passport Program, developed the Age Friendly Communication and Engagement Guide to help support Council and




















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












Photo: Something Old. Something New 2023 Seniors Festival, Howlong Golf Club.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.3 Support young people.	4.3.1	Support the work of the Youth Council.		Expression of interest for members for the Federation Youth Council were open until the end of June with the aim of the 2023-2024 Youth Council to begin in the new financial year.
	4.3.2	Continue to support the development, maintenance, and roll out of a directory with youth focused and mental health services listed.		Council continues to promote and update the directory with youth focused and mental health services listed.
	4.3.3	Investigate the benefits of developing a youth strategy.		Council received funding under the Stronger Communities Funding to develop a Youth Strategy, Implementation Plan, and Communication Strategy including potential youth programs and related infrastructure work. Initial planning is underway.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.4 Support access to quality education.	4.4.1	Advocate for the preservation of schools in rural communities.		Government have shown a very fair approach to keeping schools open even with low numbers, however in recent years two primary schools in the Council area have closed due to low numbers.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the work of the Primary Prevention Team.		Council sits as a member on the Federation Primary Prevention Team and provides ongoing support including hosting meetings and taking minutes. An action plan for the next four years is under development.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.6 Provide sport and recreational opportunities.	4.6.1	Seek grant funding for community-led sport and recreational projects.		Ongoing as required (to support the development of previously identified and captured projects).

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.7 Support childcare and family services.	4.7.1	Support awareness and access to the Family and Children's Services Directory.		Council continues to promote the Family and Children's Services Directory both online and hard copy that is included in the New Resident Kits and Kinder bags.
	4.7.2	Deliver the mobile preschool service across the northern area of the LGA.		Service delivered in four locations.
	4.7.3	Support schools to participate in Council led activities.		Council continues to offer opportunities for schools to participate in Council led activities such as the Miki City visit, Federation Community Expo, Australia Day school achiever awards, Youth Week celebrations and the Federation Youth Council.
	4.7.4	Ensure long term plans enable child care services to support the Mulwala community.		Zoning provision are flexible to permit private childcare development.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.8 Encourage community pride and spirit.	4.8.1	Continue to promote and encourage use of the free online community directory.		Council continues to promote the online community directory via its communication channels, directly to community groups and organisations and as part of the New Resident Kit.
	4.8.2	Recognise volunteers in the Federation Council area during Volunteers Week.		Council hosted an event to recognize the contribution our local volunteers make within the community events and projects on Sunday 21 May. Over 100 volunteers from across the Federation region came together at The Change Makers Lunch hosted by Federation Council to celebrate National Volunteers Week. The lunch held in Howlong saw attendees enjoy a complimentary two course lunch while they socialised and were serenaded by original tunes from local singer songwriter Toby Mobbs.
	4.8.3	Develop and implement a management framework to support the valued work of volunteers.		A review of the status of S355 Committees has commenced.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.9 Ensure community safety.	4.9.1	Implement the road safety program.		This is an annual program managed by council's Road Safety Officer.
	4.9.2	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.		On ground resourcing has allowed for the service to progress and seen significant improvement in the services delivery of services.
	4.9.3	Implement the companion animal management plan.		On ground resourcing has allowed for the service to progress and seen significant improvement in the services delivery of services.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.10 Celebrate the area's rich culture and heritage.	4.10.1	Develop and Implement a Reconciliation Action plan for the Federation Council area.		Ongoing as per direction and guidance of lead advisory group.
	4.10.2	Deliver actions from the Arts & Culture Strategy including support for the Arts and Culture Committee.		Council continues to deliver actions from the Arts and Culture Strategy and engage with and listen to local arts and community groups around arts and cultural projects. Projects underway include meeting with the RAP Working Group and drafting the Innovate Reconciliation Action Plan (RAP) for the Federation Council, calling for EOI for an artist to develop the RAP artwork, three exhibitions in the Corowa Art Space including the Currawa Crossing showcasing contemporary Aboriginal artworks, Bald Archy exhibition, and the Miki City History Display, Murray Arts membership and promotion to the broader community, Miki City Visit and documentary, NAIDOC Week workshops, Opening of the Dexter Windmill in Urana, History wall art in partnership with the Mulwala Library History Group, digital recording of the art collection, and public art, review and update of the Corowa Art Space to make more inclusive, and a review of the Council's Public Art Policy review.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
	4.10.3	Continue to progress Council's friendship agreement with Miki City.		Council continued to meet monthly with the Miki City Advisory Committee. Ten young people and three chaperones from Miki City in Japan visited in August staying with local host families. Our Miki City friends undertook daily activities across the Council area during their 6 day stay. The documentary of the 25-year sister city relationship was launched during their visit.
	4.10.4	Ensure long term planning strategies include further development of the Federation Museum.		To be included as and when appropriate in alignment with Council strategies and processes.
	4.10.5	Investigate a sister city relationship with an urban council.		No resource to progress currently.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.11 Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.		
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
4.12 Provide library services and programs accessible to all residents and visitors.	4.12.1	Encourage Library membership by promoting the range of services available.		Ongoing via the various offerings (across a range of target demographics) through Library Services, including holiday programs for young people.
	4.12.2	Deliver school holiday programs across the Federation Council area.		Progressing via the programs offered via Library Services and Community Development programs.
	4.12.3	Provide a free delivery service to housebound library patrons.		Progressing as per requirements of Libraries Act, commensurate with level of Council resources available.

Well-Governed Federation Highlights

- Asset Management Strategy completed and road hierarchy being developed.
- From 1 July 2022 until 30 June 2023 Customer service staff at the Civic Centre handled 10,860 calls. The Urana Office handled 1,213. Planning department handled 2,445. Corowa, Howlong and Mulwala Libraries handled 1,543 and there was a total of 657 After-Hours calls answered.
- 2,895 Customer requests were logged in the Customer Request System with 74% requests being completed in the allocated timeframe.
- Enterprise Fibre Internet connection installed to the Urana Office, improving service, reliability and business continuity. This connection was shared to the Urana Caravan Park to achieve the same goals.
- The Federation Council corporate website has been live since 21 February 2017 and over this time a significant number of new content pages have been added and best practice web design standards have improved.
A new refresh website was deployed live on Wednesday 7 September, 2022, hosting 131,240 users and 169,509 sessions/visits.
- Federation Council regularly communicates via electronic email newsletter subscribers. Electronic Newsletters include:
 - Community Conversations, 255 subscribers
 - Business Support, 601 subscribers
 - Tourism Stakeholders, 656 subscribers
 - Tourism Visitor, 481 subscribers
 - Corowa Aquatic Centre, 598 subscribers
- A service review framework has been drafted and service reviews scheduled.
- Council received approval for a Special Rate Variation for 2023-24. This is a significant step forward to ensuring critical investment in road maintenance and renewal and to support the financial sustainability of Council.

Photo: Table Drain Maintenance Program.




Well-Governed Federation



Key Performance Measures








Key Performance Indicator Measure	Measure	Target	Actual
Respond to GIPA requests within required timeframes	%	100	100
Six monthly performance reports to Council provided in accordance with legislation	#	2	2
Number of Audit Risk and Improvement Committee meetings held	#	5	5
Number of public liability/professional indemnity insurance claims	#	<5	20
Council business papers provided in accordance with Code of Meeting Practice	%	100	100
Number of Code of Conduct complaints reported annually	#	<3	6
Operating performance ratio (General Fund)	%	-23.59	**
Unrestricted current ratio (General Fund)	#	2.92	**
Councillors and staff participation in Cyber training exercises	%	>80	60








** To be provided with Financial Statements









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



4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
5.1 Ensure rates and fees are in line with community needs.	5.1.1	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.		Five meetings were held in 2022-2023.
	5.1.2	Progress Special Rate Variation application for 2023-24 to invest in road maintenance and renewal and support the financial sustainability of Council.		Application submitted February 2023. Partial approval granted June 2023.
	5.1.3	Engage with the community when setting annual fees and charges.		Ongoing as appropriate.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
5.2 Work toward the equitable servicing of all areas.	5.2.1	Work with Regional and state organisations to ensure consideration of cross council border issues.		All State and Council planning is considerate of Cross Border matters. Council also in the last 12 months has entered into a Memorandum of Understanding with Berrigan (NSW), and Moira (VIC) and Indigo (VIC) Councils, to ensure Councils planning and services are considered with a strategic and cross border lens.
	5.2.2	Ensure Service Reviews include assessment of service levels across Council areas.		Staff have undertaken various service reviews each reporting year, however a new Service Review Framework is to be developed in 2023-24 to allow a new approach to scheduling reviews of all Council services, including levels of service and community consultation into public facing services, with the reviews to be done under a consistent template.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
5.3 Ensure good governance and administration.	5.3.1	Review Delegations from Council to the Mayor and General Manager.		
	5.3.2	Review Delegations from the General Manager to staff.		Delegations were reviewed and approved on 15 December 2022. These are populated in Council's Pulse system which will support greater efficiencies in monitoring, maintaining, reporting and future reviews. Next review due 30 September 2025.
	5.3.5	Review Open Access records.		Review undertaken. Awaiting input by Leadership Group.
	5.3.6	Review of Privacy Management Plan.		Privacy Management Plan review to be undertaken by external contractor.
	5.3.7	Review of Delivery Program/ Operational Plan.		Delivery Program has been reviewed with an updated Delivery Program and Annual Operational Plan adopted on 27 June 2023.
	5.3.8	Prepare Annual Report.		Action complete for 2021-2022.
	5.3.11	Develop Councillor Professional Development program.		Personal Training Plans have been developed for all Councillors for 2023-24.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
	5.3.12	Introduce framework for managing council's obligations under the Modern Slavery Act 2018.		Initial briefing with Local Government Procurement. Purchased Modern Slavery toolkit to undertake preliminary assessment.
	5.3.13	Standardise Practices to meet child safe standards.		No further progress. This project will carry forward to 2023-24.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
5.4 Ensure extensive communication and consultation with residents.	5.4.1	Develop community engagement strategy in accordance with legislation.		The development of Council's first organisation wide Community Engagement Strategy is underway. Council has allocated a \$50k budget to support the development of the strategy with the support of a consultant to assist Council in developing a quantifiable data driven strategy. An RFQ has been developed and will be advertised in July 2023.
	5.4.3	Implement internal communications strategy.		Work has commenced on developing an overarching Internal Communication Strategy to direct employee engagement in the future. This will allow the many current ways of internal communication to be reviewed and updated to ensure the best methods are used in the future to capture the wide range of methods staff rely on to become and remain informed. To be continued in 2023-24.
	5.4.4	Maintain Council online presence via digital channels.		Maintaining of Council's online presence via digital channels is ongoing. Annual action plan has been developed for service areas to build website content. Council's data on its increased presence on social media and other digital platforms is trending positively and strongly.
4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
5.5 Ensure quality customer service.	5.5.1	Review the customer service charter and implement associated actions to improve the customer experience.		Additional customer request reporting introduced.
	5.5.2	Maintain a user friendly customer request system.		

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Implement a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement.		A service review framework has been drafted to support a consistent approach to the undertaking of service reviews. A number of service reviews have been included in the Delivery Program and Annual Operational Plan for 2023-24: Corowa Aerodrome, Community Engagement, Water Supply and Sewerage services.
	5.6.2	Implement Workforce Management Plan.		Actions taken by the Manager People and Culture to progress the targeted outcomes, commencing with implementation of developed actions as a result of the Voice Survey (November 2022).
	5.6.3	Implement Long Term Financial Plan and associated strategies.		
	5.6.5	Develop Internal Audit Charter.		Internal audit charter drafted and undergoing review by stakeholders prior to adoption.
	5.6.7	Conduct annual Insurance renewals.		
	5.6.8	Develop Climate change adaptation plan.		No further progress this reporting period.
	5.6.9	Work with the roads advisory committee to respond to priority road concerns.		Roads Advisory Committee will be re-established following a pause due to flooding across the shire. Meeting will be rescheduled in line with the Terms of Reference.
	5.6.10	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies.		Evaluation of improvements implemented has been undertaken and included with Council's Special Rate Variation application. An extensive listing of improvements has been included in the adopted Long Term Financial Plan. This is now a standing agenda item for the Leadership Group which is supporting the identification, testing and implementation of productivity improvements and cost containment strategies.

4 Year Delivery Goal	Action Code	Action Name	Status	Annual Comment
5.7 Provide effective asset management.	5.7.1	Implement Asset Management Improvement Plan arising from Asset Management Strategy.		Strategic Asset Management Plan has been adopted by council. Improvement Action Plan will be implemented.
	5.7.2	Develop and Implement Asset Management Plans.		The Asset Coordinator position description is currently being prepared and targeted for advertising in the first quarter of the new financial year. The appointment of this role is critical to the delivery of this action.



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



Photo: Murray River.



Section

03

Statutory
Reporting

Photo: Ball Park Caravan Park fun.

Workplace Statistics

Statement of the total number of persons who performed paid work for the council on the relevant day (Wednesday 23 November 22) including the following:

Persons employed by the Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract.

173

Persons employed by the Council as senior staff members.

4

Persons engaged by the Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person.

2

Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.

2

Legislative requirement: Local Government (General) Regulation 2021 cl 217(1)(d)(i-iv)

Photo: Federation Council Staff member conducting road works.



Statements

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the Council participated during the year.

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

Statement of activities to implement its EEO management Plan.

Federation Council values the principles of Equal Employment Opportunities (EEO). We strive to encourage and support activities and programs that encompass the principles of fairness, equity and respect for social and cultural diversity, and facilitates the elimination of unlawful discrimination, harassment and vilification for all.

The development of policies and procedures underpins this and the practices and behaviours in the workplace.

Council has developed and adopted the Workforce

Management Strategy with key actions to be undertaken to support the achievement of a strong organisational culture and values system. This includes the development of a Diversity and Inclusion policy.

Council has continued to promote Employee Assistance Program that provides valuable support for employees and their families in assisting them with both workplace and personal issues. Council has also continued to support work/life balance with a range of different flexible work arrangements.

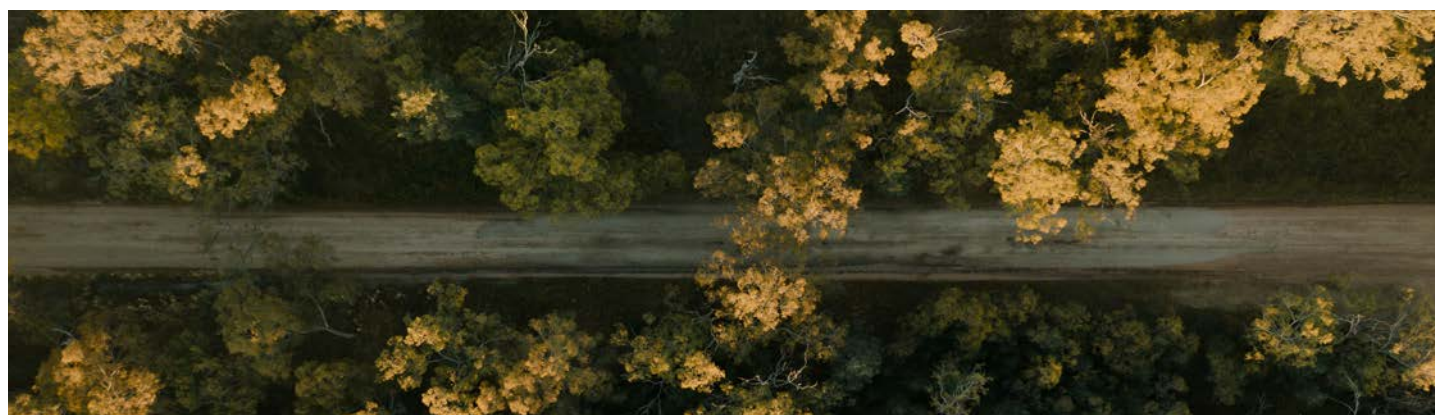


Photo: Aerial of Redlands Road, Corowa.

Statement of all external bodies that exercised functions delegated by Council.

Under the Local Government Act 1993 Section 355 Council is able to delegate some of its functions to a committee of Council.

Council uses this delegation and appoints community people to manage our facilities or functions through a committee of management. Memberships include a Councillor and community representatives.

Section 355 of the Local Government Act 1993 provides that: "A function of a Council may be exercised by a committee of the Council". Section 377 of the Local Government Act 1993 allows Council to delegate certain responsibilities to committees formed under the provisions of Section 355. Once appointed, Section 355 Committees are effectively a volunteer extension of Council.

Council has a number of Section 355 Committees which are formed to help council perform some of its key functions. These functions usually relate to the care and basic maintenance of facilities, recreation grounds and halls or the running of council events.

Committee members are volunteers from the community and the functions they perform on behalf of Council may not be able to be delivered or would need to be performed by council staff, if we did not delegate these to the Committees.

View the committees and further information on Council's website.

S355 Committees

Boree Creek Community Facilities Committee
Colombo Creek Recreation Reserve Management Committee
Corowa Tourism Advisory Committee
Daysdale Water Supply Trust
Federation Arts Committee
Lonsdale Reserve Management Committee
Low Square Management Committee
Morundah Community Committee
Oaklands Memorial Hall Committee
Oaklands Recreation Ground Management Committee
Oaklands Town Improvement Committee
Oaklands War Memorial Baths & Gardens Committee
Rand Community Committee comprising - Rand Recreation Ground Management Committee, Rand School of Arts Committee and Rand Town Improvement Committee
Urana Progress Association
Urana Ski & Aquatic Centre Committee
Urana Soldiers Memorial Hall Committee
Urana Victoria Park Recreation Ground Management Committee
Urana Swimming Pool Committee

Statement of the total remuneration package of the General Manager and Senior Staff.

The total amount payable in 2022-2023 with regard to the employment of Senior Staff at Federation Council is identified below. This includes amounts payable for salary, superannuation, vehicles, fringe benefits tax and all other costs directly associated with employment.

Senior Staff	Amount
General Manager	\$334,432
Senior Staff (other than the General Manager)	\$812,097*

* Council employed four senior staff (other than the General Manager) during 2022-2023. This comprised the three directors and a six-month project manager.

Statement of the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.

There have been no issues raised by the Anti-slavery Commissioner with Federation Council during the reporting period.

Statement of the steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018.

During the 2022/23 financial year Council commenced work in some areas related to identifying and preventing modern slavery, and has identified several areas of focus for the coming year:

- 1. Policy Against Modern Slavery:** during the 2023/24 financial year we will develop a policy that will explicitly prohibit modern slavery within our organisation and our supply chains. The policy will be communicated to all employees, contractors and suppliers. Council is currently planning to undertake a review of its Procurement and Public Interest Disclosures Internal Reporting Policies. Modern slavery considerations will inform the review and development of these policies.
- 2. Risk Assessments:** following the review of our strategic risk register we will complete a modern slavery risk assessment across our service delivery and supply chains. These assessments will help us to understand the nature and extent of the risks involved and prioritise our efforts accordingly.
- 3. Supplier Engagement:** Once our Policy Against Modern Slavery is adopted by Council, we will commence engagement with suppliers to ensure they share our commitment to combatting modern slavery. We will expect our suppliers to comply with all applicable laws and regulations related to modern slavery and to implement their own policies and due diligence processes. Where possible we will continue to manage our procurement processes through LG Procurement and TenderLink to provide a level of mitigation until these processes are developed and implemented.
- 4. Employee Training and Awareness:** We will provide training and awareness programs to our employees to educate them about modern slavery, its indicators, and the actions they may take to report any concerns or suspicions.

Disability Access & Inclusion Plan 2022-2026

Developing Positive Community Attitudes and Behaviours

The Council:

- Meets monthly with the Federation Disability Access & Inclusion Committee and seek their feedback and advice to Council on how to improve access and inclusion for people with disability in the Federation Council area.
- Councillor delegates on the Federation Disability Access and Inclusion Committee provided verbal reports to the Council at two separate meetings.
- Continued to partner with Intereach to deliver the Access at a Glance Program including promoting local businesses that engage with the program.
- Supported a number of initiatives or programs that provide opportunities for people of all abilities to participate in and enjoy community activities through the Council's Community Grants Program.

Creating Liveable Communities

The Council:

- Continues to ensure Disability Discrimination Act (DDA) compliance is a standard consideration for all areas of the council operations.
- As part of the Local Traffic Committee considered road crossing safety improvements in Mulwala, and Corowa.
- Adopted the NSW Everyone Can Play Guidelines key principles when considering upgrades to playgrounds or equipment.
- Introduced at the Corowa Aquatic Centre as part of the Learn to Swim Program to include - Adult Learn to Swim classes and National Disability Insurance Scheme (NDIS) private one on one lessons.
- Offered Aqua Exercise supported by Murrumbidgee Local Health District (MLHD) at the Corowa Aquatic Centre and Howlong Pool.
- Ensured that accessibility and inclusiveness for people with disability is considered in the planning of Council programs, planning and activities.
- Continue where applicable to provide free or subsidised transport to major community events run by Council including the 2023 Seniors lunches.
- Continued to offer and provide home library, mobile and online services where possible for local library users.
- Maintained information about accessible toilets and change facilities on the National Public Toilet Map.
- Promoted the use of companion cards at Council facilities such as public swimming pools and community events such as seniors' festival and volunteer week.
- Held four Federation Interagency Meetings
- Regularly meet and engaged with health, community and disability service providers to strengthen relationships and ensure understanding and awareness of current trends and gaps for people with a disability including but not limited to Local Health Advisory Committees, hospital advocacy workshops, meetings with local service providers.
- Encouraged online and in person service providers to list on Council's Community Directory so people are aware of local or outreaching services in the Federation Council area.

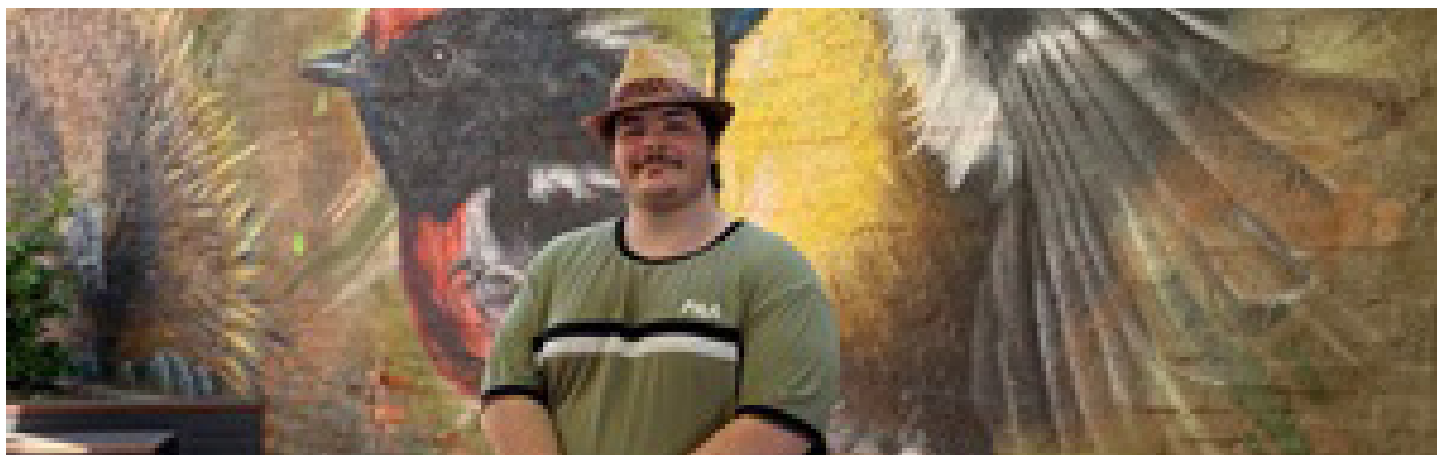


Photo: Adam Jones.

Improve access to mainstream services through better systems and processes

The Council:

- Used the Age-Friendly Communication Guide as a reference for engaging and communicating with the community including best practice use of colour and font at leadership meetings and when discussing communication options.
- Offered alternative methods for being involved in council consultation and engagement processes such as focus groups, pop up sessions in accessible locations, face to face meetings, phone calls, written or emails, along with online and hardcopy surveys. This included our Integrated Planning and Reporting (IP&R) documentation, Service Level Review – Corowa Aquatic Centre and the Ageing Well Strategy.
- Used and offered non-technology reliant communication methods such as local papers, newsletters, community and library event flyers, letterbox drops and tourism collateral.
- Provided an online community directory and youth hub and promoted its use within the community and to service providers.
- Collected data on disability access issues raised and resolved through Council's Customer Request Management (CRM) system and reviewed this annually.



Access to meaningful employment

The Council:

- Continued to provide, and investigate future opportunities, to employ people with disability including work experience, traineeships, supported employment, flexible work hours, and reasonable adjustments to the workplace environment.
- Continued to build relationships with local employment agencies through meetings and emails.

Legal Proceedings

Summary of the amounts incurred by the council in relation to legal proceedings including:

- Amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)
- Summary of the state of the progress of each legal proceeding and (if finalised) the result

The table below summarises legal proceedings to which Federation Council has been a party during the period beginning on 1 July 2022 and ending on 30 June 2023.

Court	Nature of legal proceedings	Status of progress of proceedings at 30 June 2023 (and if finalised) the result
Land and Environment Court	Costs order relating to Class 1 Appeal	Costs awarded to plaintiff. Costs being determined.
District Court	Claim for personal injury	Ongoing at 30 June 2023.
Local Court	Proceedings taken regarding illegal camping	Court found in Council favour. Costs awarded to Council.
Local Court	Proceedings taken regarding storage of caravans onsite	Item withdrawn. Costs thrown away awarded to defendant.
NSW Civil Administrative Tribunal	Appeal against NCAT order regarding breach of privacy complaint	Appeal dismissed July 2023.
Local Court	Proceedings taken regarding burning of green waste	Agreement reached before hearing.

Description	Amount
Amounts paid in respect of proceedings	\$98,418
Costs received in respect of proceedings	\$5,000
Amounts paid in out-of-court settlements	\$0
Amounts received in out-of-court settlements	\$0

Community Grants Program

The Community Grants Program supports initiatives that deliver a range of social and economic benefits to communities across the Federation Council area.

The program provides a more streamlined approach to supporting local community groups, organisations and clubs with delivering community projects and events.

Two rounds are facilitated each year, with a total amount of \$60,000 available to fund one-off projects through one of the eleven focus categories:

- Arts and Culture;
- Accessibility and Inclusion;
- Children and Families.
- Community Work and Welfare;
- Events & Tourism;
- Health Promotion;
- Seniors (Ageing Well);
- Sports and Recreation;
- Skill Development and Learning;
- Volunteers; and
- Young People.

Total amount contributed or otherwise granted to financially assist others.

Community Grants Program 2022/23	Organisation	Project Name	Funding Granted
Round 1 (October 2022)	Corowa Festival of Dance	Band at the Tuesday 8 November Afternoon Dance	\$1,000
	Oaklands and District Lions	Santa in the Park event	\$1,850
	Khaki Vehicle Enthusiasts	43rd Annual Corowa Swim-in and Military Vehicle Gathering	\$1,000
	Rivereens	Community music programs	\$2,000
	Upper Murray Quirky Events Inc	Establishment of the Art, Craft, and Model Railway Exhibition	\$2,500
	Morundah Bush Entertainment Committee Incorporated	Host the Melbourne Grammar School Symphony Orchestra Tour at the Paradise Palladium Theatre	\$1,000
	Savernake School of Arts Committee	Small Halls Festival in 2023	\$2,700
	Corowa High School P&C	Breakfast Club	\$2,000
	Corowa Vintage Machinery Club	Woodgrub Block power connection at their clubhouse	\$2,100
	Corowa Business Chamber - Corowa Events	Corowa Christmas Festival	\$2,200
	Howlong Golf Club	Carols by Candlelight	\$2,200
	Urana Progress Association Inc.	Refund of Development Application Fees	\$1,442
	Country Women's Association of New South Wales Oaklands Branch	Rural Woman's Dinner in Oaklands	\$2,500
	Mulwala Progress Association	Installation of updated signage at the front of Tunzafun	\$3,000
	Howlong Little Athletics	Installation of a sunshade at Lowe Square	\$2,500



Photo: ACMR Lilliputland.

Community Grants Program 2022/23	Organisation	Project Name	Funding Granted
Round 2 (April 2023)	Corowa High School (P&C)	To deliver the Breakfast Club while it aims to become self-sustaining	\$ 2,000
	Mulwala Football Netball Club	Replace current outdated steel posts in line with AFL recommendations for aluminium	\$3,000
	Corowa Rescue Squad	Purchase a computer to support volunteers undertaking mandatory on-line training	\$1,592
	Mulwala Progress Association	Purchase a defibrillator for Tunzafun to enable response to emergency cardiac situations	\$2,050
	Howlong Golf Club Resort	Family Fun Day - free event with an array of kids' activities and music.	\$2,000
	Corowa Pony Club	Construction of Arena Fence	\$3,000
	Urana Campdraft Inc	2024 Urana Campdraft	\$2,000
	Intereach	Skate Workshop Event	\$1,500
	Corowa Public School P & C	Open Garden Event	\$1,250
	Mulwala Public School P & C	Mulwala Kite Fest	\$1,000
	Corowa Agricultural Society	Corowa Show	\$2,000
	Corowa Historical Society	130th Anniversary of the 1893 Corowa Conference	\$3,000
	Oaklands & District Lions Club	Santa in the Park	\$2,000
	Corowa SHE Shed	Participation Plus – Purchase of equipment	\$1,700
Daysdale War Memorial Hall	Community Signs and Walk Through Shed	\$2,500	

Companion Animals Management Activities



Council has expended \$89,023 on animal control as part of its duties under the Companion Animals Act. Revenue received from registration fees was \$16,904 (ex GST). This income went towards the following activities:

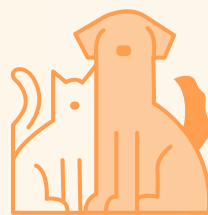
- Responding to complaints about companion animals
- Returning lost pets home
- Caring for lost pets in our animal management facility
- Investigating aggressive animals and attacks
- Providing a stray cat trapping program

A full time Ranger dedicated to animal management and compliance also commenced in October 2022, ensuring council can continue to undertake its regulatory duties under various Acts/Legislation.

This additional capacity has also had a significant impact in reducing reportable dog attacks with 8 dog attacks in the Council area reported over the last 12 months. This is a reduction of 30% from the previous year.

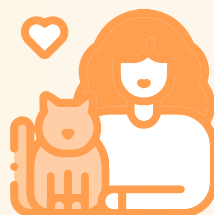
Most pets impounded by Council are returned home to their owners. In the small number of instances where pets cannot be reunited Council works with a number of local animal rescue organisations to have them re-homed.

In 2022/23 Council continued with its community education campaign promoting responsible pet ownership and desexing programs via Council's website, social media and community newsletters. This promotion resulted in a total of 234 pets being registered (down by 0.4% from previous year (186 dogs and 48 cats).



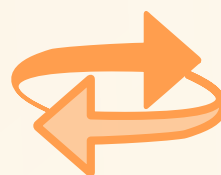
Animals Seized

**17 Dogs,
11 Cats**



Animals Returned to their owners

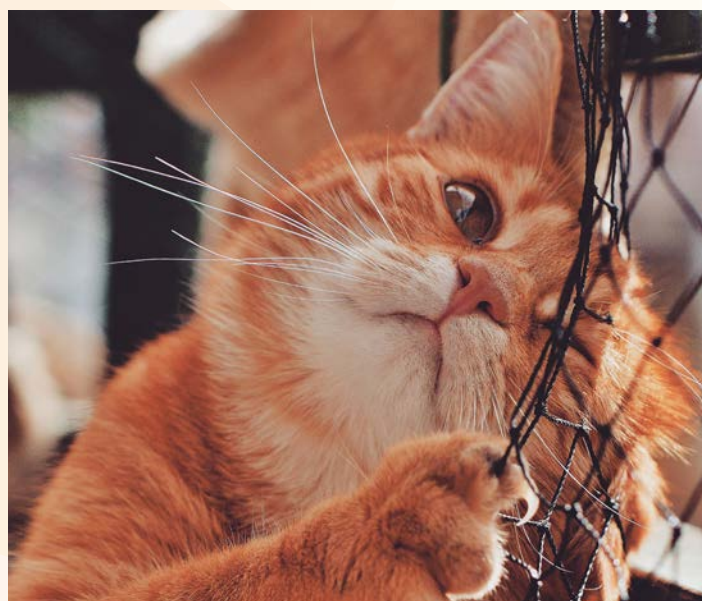
**13 Dogs,
5 Cats**



Animals Transferred to facility

**17 Dogs,
11 Cats**

Data received from petregistry.nsw.gov.au



*Legislative requirement: Local Government (General) Regulation 2021 – Clause 217(1)(f)
Guidelines on the Exercise of Functions under the Companion Animals Act*

Off Leash Areas

Federation Council provides designated off-leash areas to allow dogs to exercise off lead, to run freely in a safe environment, to enjoy off lead activities without interfering with the general public and to provide the opportunity for socialising with other dogs.

Corowa

- Intersection of Federation Avenue and River Street, South Corowa.
- Eastern end of Edward Street opposite Bangerang Park, adjacent to tennis courts.

Mulwala

- Kyffins Reserve, 4.1km east of Mulwala, Spring Drive.

Howlong

- South west corner of Lowe Square.
- Memorial Park section area.



Development Contributions

Developer Contributions collected under Section 7.12 Developer Levy Plan

Development Contributions	Amount
DA 2006-66 - stage 7	\$7,734
DA 2022/620	\$5,500
DA 2019/40	\$848
TOTAL:	\$14,082

Please note these do not include Headworks Contributions for Water and Sewer levied under Section 64 of the Local Government Act 1993.



Photo: Memorial Park, Howlong.

Audited Financial Reports

Financial statements for the year ended 30 June 2023 have been prepared and are currently being audited by the NSW Audit Office. There has been a minor delay to this process due to further information required to support disclosures for flood damaged infrastructure and the landfill rehabilitation liability. An extension of time has been granted to lodge the 2022/23 financial statements by 30 November 2023.

The Annual Report will be updated when the financial statements are lodged. A financial summary will also be added at this time.

Report on Capital Expenditure

Report on certain proposed capital works projects where a capital expenditure review had been submitted.

Council progressed one project during the financial year that was subject to the Capital Expenditure Guidelines issued by the Office of Local Government.

Project

Corowa Saleyards upgrade (Stage 1)

Budgeted Cost (per Capex Review)

\$10.7 million

Final cost

Project currently in progress.

Project status

Under construction

Notes

This project is now scheduled for completion in December 2023. Additional funding of \$900,000 has been secured to enable construction of a fit-for-purpose building.

Photo: Corowa Saleyards new facility.



Swimming Pool Inspections

Tourist and Visitor Accommodation

3

Single Dwelling Premises resulting in Certificate of compliance under s22D

28

Premises with more than two dwellings

3

Single Dwelling Premises resulting in Certificate of non-compliance under cl 21

1

Swimming Pools Act 1992, s22F(2) & Swimming Pools Regulation 2018 cl. 28



Rates & Charges Written Off

Local Government Act and Regulations

The following rates and charges were written off during the year under the *Local Government Act 1993*.

Description	Amount
Written off under s575	
Mandatory pensioner rates and charges rebate* *The NSW Government subsidises 55% of this mandatory pensioner rebate.	\$692,000

PID Annual Reporting Requirements

1. Statistical information on PIDS (Public Interest Disclosure)

1.1 Council had one Public Interest Disclosure reported in the second six-month period, for the year ending 30 June 2023.

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	1	0	0
Number of PIDs received	1	0	0
Of PIDs received, number primarily about:			
• Corrupt Conduct	1	0	0
• Maladministration	0	0	0
• Serious & substantial waste	0	0	0
• Government information contravention	0	0	0
• Local Government pecuniary interest contravention	0	0	0
Number of PIDs finalised	0		

2. Commentary on PID obligations

2.1 Council has an Internal Reporting Policy which was reviewed in December 2022. As part of the review a draft policy was circulated to the executive team and to the Audit Risk and Improvement Committee in December 2022. The policy was placed on public exhibition for 28 days to enable community feedback on the policy to be considered. During the exhibition period promotion across Council's key communication channels included publication on Council's website, social media, newsletters and print media. The final policy was adopted at the 28 February 2023 Ordinary Council Meeting.

Minor changes to the policy were made including the removal of references to NSW Ombudsman fact sheets and flowchart as these were not available at the time of review. Inclusion of a reference regarding the new act which is now in force.

Council has nominated PID contact details as requested by the NSW Ombudsman. New training videos provided by the NSW Ombudsman are being rolled out to staff.

2.2 Awareness raising activities conducted by Council in the 12 month period include the following.

- Revised PID Policy following 28 day public exhibition and feedback.
- Email to all staff reminding of PID obligations and explanation of wrongdoing as well as NSW Ombudsman videos to view on staff intranet and how/where to access policy and further information.
- PID training opportunities circulated to Leadership Group.
- Corruption video (NSW ICAC) included in all staff inductions.

Councillors Facilities, Expenses, Training/Seminars

Councillor Facilities and Expenses

Context	Number
Total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions.	\$161,805.55
Provision of dedicated office equipment allocated to councillors.	\$9,306.57
Telephone calls made by councillors.	NIL
Attendance of councillors at conferences and seminars.	\$29,054.07
The provision of induction training and professional development for mayor and other councillors.	NIL
Training of councillors and provision of skill development	\$16,462.00
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	NIL
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	NIL
Expenses of any spouse, partner or other person who accompanied a councillor, being expenses payable in accordance with the Guidelines.	NIL
Expenses involved in the provision of care for a child or an immediate family member of a councillor.	NIL

Legislative requirement: Local Government (General) Regulation 2021 cl 217(1)(a1) i, ii, iii, iv, v, vi, vii, viii

*Includes Mayor and Councillor fees, (\$134,337.16)

Professional development training

The names of any Mayor or Councillors who participated in any ongoing professional development program during the year.

Councillor Professional Development interviews were conducted onsite at Corowa and personal training plans were developed for Councillors for the rest of the Council term.

Cr Black
Cr Kennedy
Cr Whitechurch

Cr Fahey
Cr Longley
Cr Law

Cr Hughes
Cr Nicholls
Cr Bourke

Locale Learning – Leading with integrity and heart & Being a culture-maker of good governance – Virtual attendance

Cr Black

Cr Hughes

Cr Nicholls

Understanding Local Government Financials – Offsite at Jerilderie

Cr Hughes

Cr Law

Cr Nicholls

Cyber Security Training – Online

Cr Black

Cr Bourke

Cr Fahey

Cr Hughes

Cr Law

Cr Kennedy

Cr Longley

Cr Nicholls

Cr Whitechurch

Conferences / Seminars attended throughout the year

The number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.

Murray Darling Association 78th National Conference and AGM. 19-21 September 2022 - Albury

Cr Hughes

Local Government NSW (LGNSW) Annual Conference 2022. 23–25 October 2022 - Hunter Valley

Cr Bourke

Cr Black

Cr Whitechurch

Australian Local Government Association (ALGA) 2022 National Local Roads and Transport Congress 2-3 November 2022 - Hobart

Cr Bourke

Cr Fahey

Australian Local Government Association (ALGA) - 13-15 June 2023 incl. Australian Council of Local Government (ACLG) Forum – 16 June 2023 – Canberra

Cr Bourke

Cr Nicholls

Cr Whitechurch

Local Government NSW (LGNSW) Rural and Regional Summit - 20 February 2023 - Sydney

Cr Bourke

Australian Land Conservation Alliance (ALSA) Stock and Land Conference (Saleyards Conference) Melbourne 25-26 August 2022

Cr Bourke

Legislative requirement: Local Government (General) Regulation 2021 cl 186



Photo: Aerial of the Urana Aquatic Centre.

Financial Summary

Operating result

Financial Statements for 2022/23 report surplus of \$10.1 million after recognising operating revenue of \$57.7 million and operating expenditure of \$47.6 million. This is \$12.7 million higher than expected. This favourable result was primarily due to the timing of receipt of grants and employee costs being below budget.

Grants were significantly above budget with:

- \$8.5 million in Commonwealth Government Financial Assistance Grants being made in advance, with \$2.6 million of this greater than advance payments made in previous years. These early funds received will support the ongoing operation of Council in 2023/24.
- \$5.1 million funding announced and secured during the year from the NSW Government's Fixing Local Roads and Regional and Local Roads Repair Program grant programs.

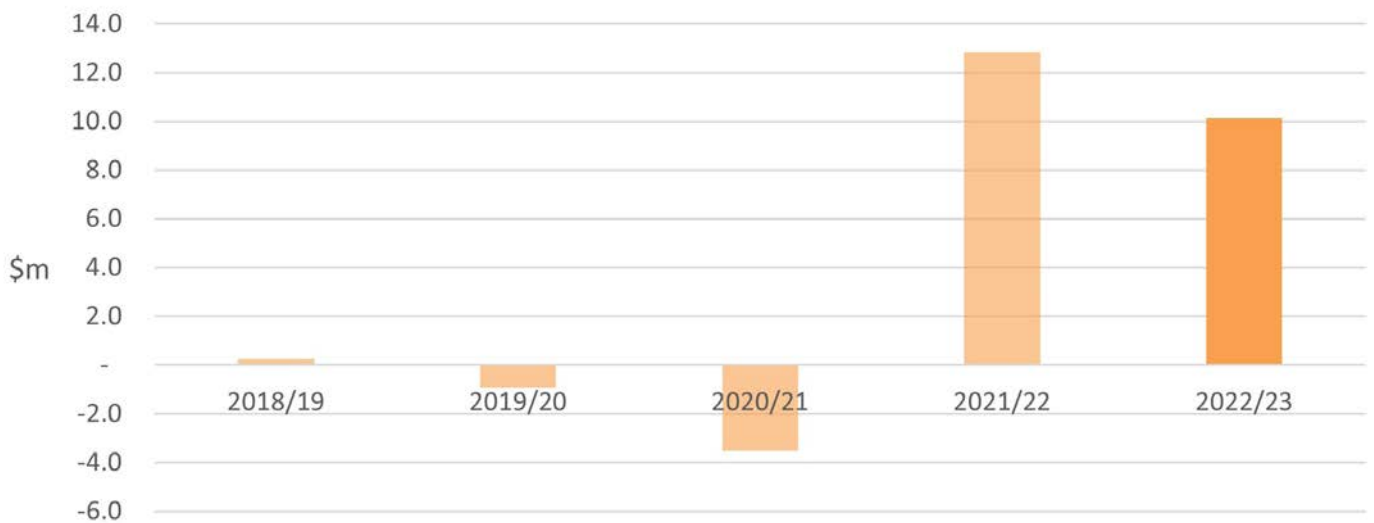
In addition, employee costs were significantly below budget due to:

- Vacancies in difficult to fill positions
- Delays to recruiting into some vacancies whilst trialling alternative options for service delivery
- An unbudgeted reduction in Council's Workcover premium

These factors were partially offset by increased expenditure in a number of areas, such as increased maintenance on an ageing fleet, higher than expected fuel costs, increased insurance premiums and the increased cost of software used by Council.

A comparison of operating results from 2018/19 to 2022/23 is provided in the graph below.

Operating result from continuing operations



Adjusted underlying result

The adjusted underlying result is Council's operating result less any capital grants. The adjusted underlying result is a measure of financial sustainability. The adjusted underlying result for 2022/23 was a \$3.2 million deficit against a budgeted deficit of \$8.3 million.

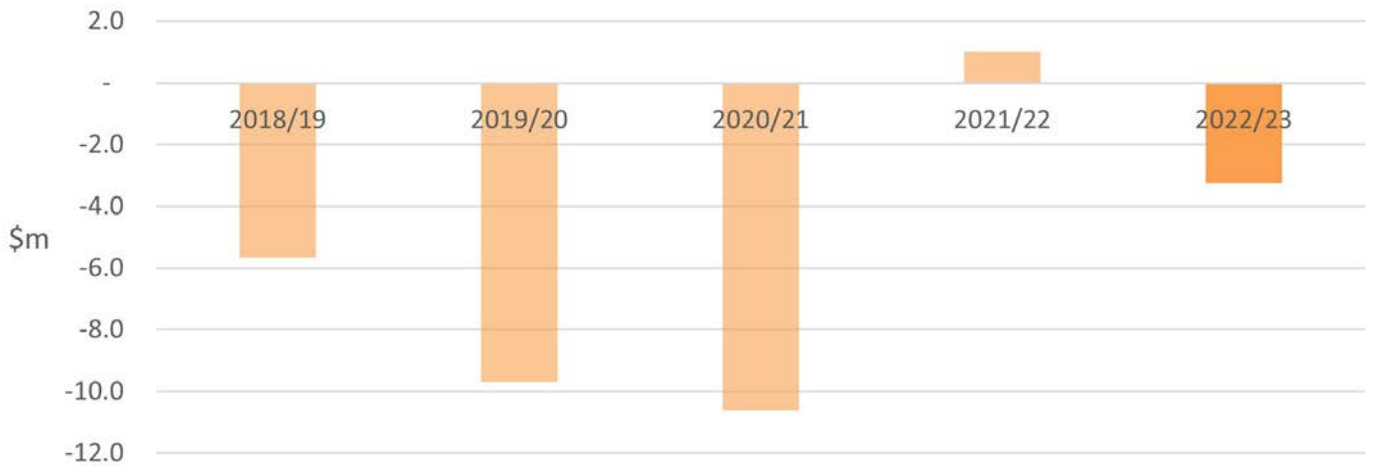
A comparison of Council's adjusted underlying result from 2018/19 to 2022/23 is provided in the graph on the following page.

The negative underlying result highlights that the operating revenue is not adequate to fund the expenditure required to deliver services at current levels. Over the last five years this has been exacerbated by increasing depreciation, particularly of roads and bridges, with

revaluations undertaken that are more reflective of the condition and life of these significant infrastructure assets. Roads and bridges depreciation has increased from \$3.7 million in 2018/19 to \$6.2 million in 2022/23. This is primarily driven by the increased input costs to construct roads and bridges, such as bitumen, gravel, plant and fuel.

Consistent with the operating result commentary, the adjusted underlying result is significantly higher than budget due to the timing of receiving grant funding, additional grant funding secured and employee costs being well below budget.

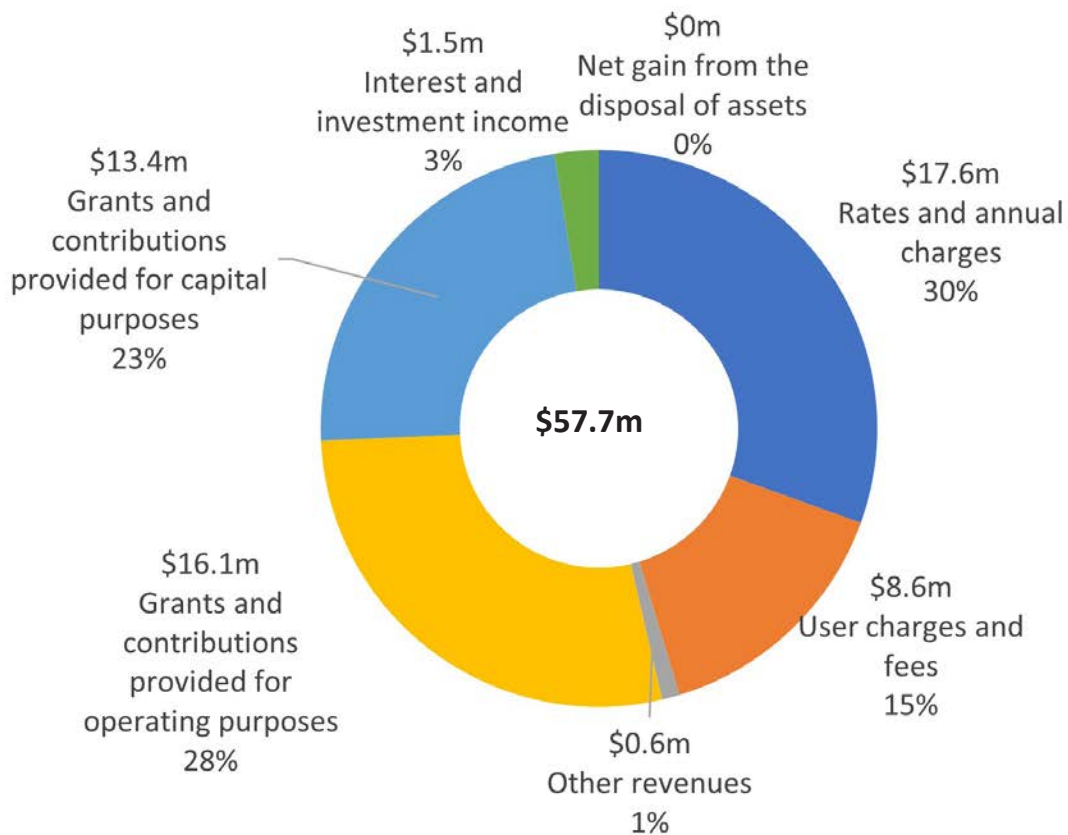
Net operating result for the year before grants and contributions provided for capital purposes



Income

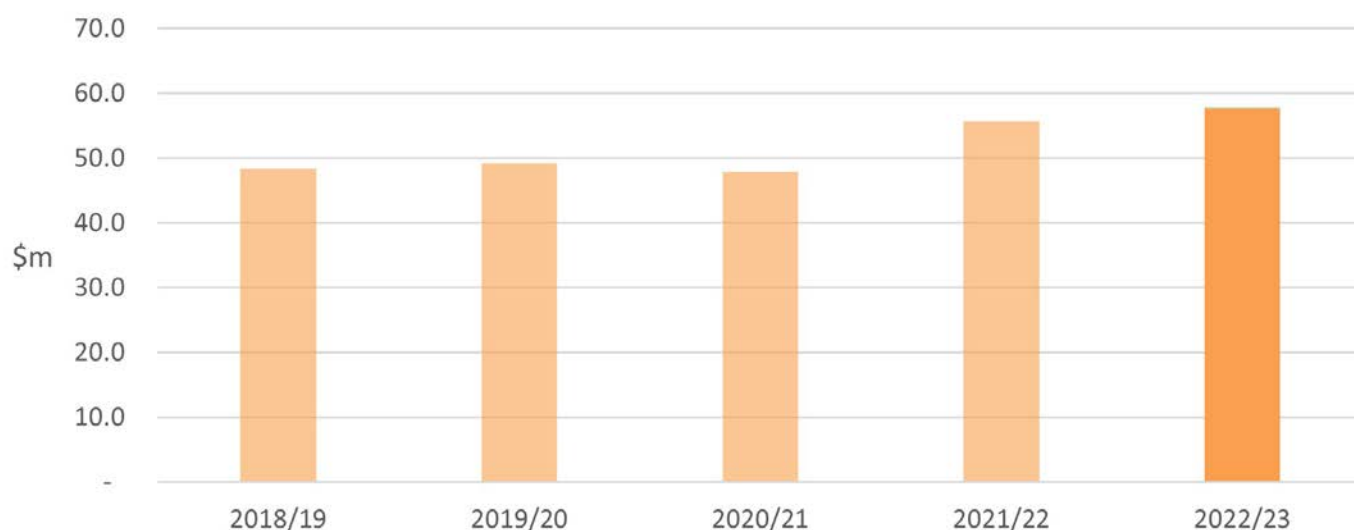
Financial Statements for 2022/23 show that Council received \$57.7 million in operating revenue. Council's revenue comes from a range of sources, with 51% from grants from the Commonwealth

and NSW Governments and 30% from property owners in the Federation Council area. The following graph provides a further breakdown of the revenue that Council received.



A comparison of total expenditure from 2018/19 to 2022/23 is provided in the graph below.

Total income from continuing operations



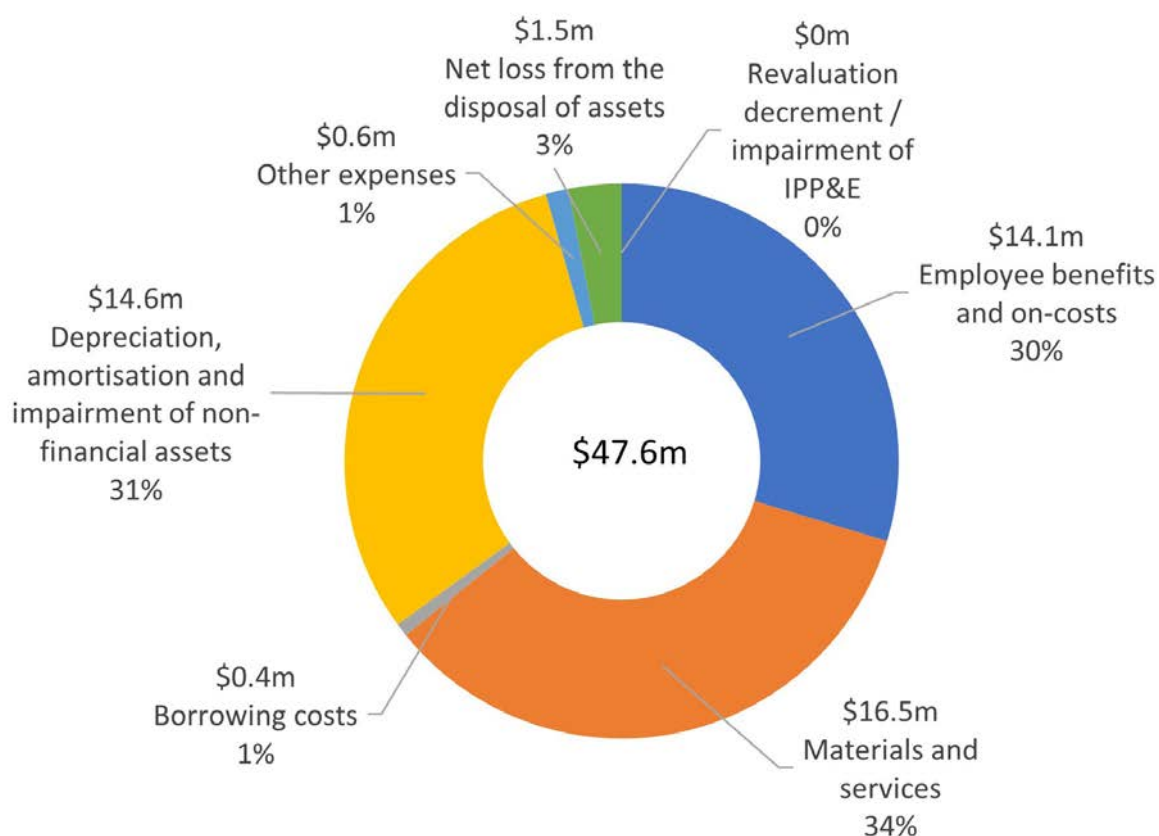
Expenditure

In 2022/23 Council incurred total expenditure of \$47.6 million in delivering services to the community.

Council delivers its services to the community through a number of different approaches. For some services the work is undertaken by staff employed by Council utilising materials and other supplies required to deliver the service, for example managing Council landfills. Other services are outsourced to private contractors to deliver the service on behalf of Council, for example the

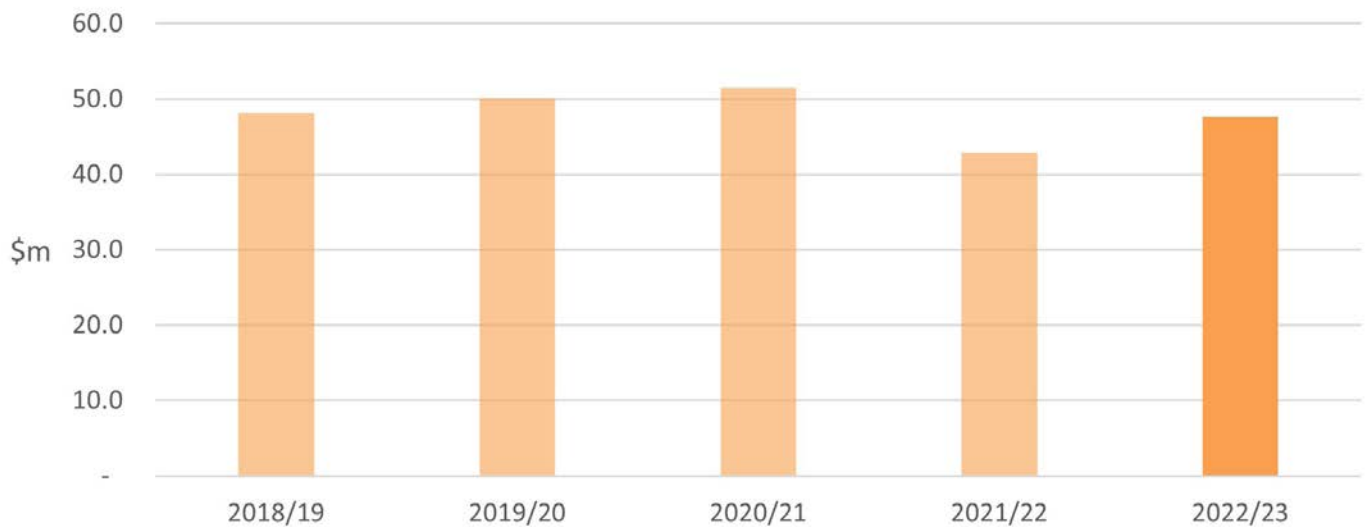
kerbside waste collection service. Other services may be a combination of these two approaches, such as our partnership with Riverina Regional Library to provide library services across our Council area or through the support of s355 Committee volunteers that operate facilities on our behalf

The following graph provides a breakdown of the expenditure that Council has incurred.



A comparison of total expenditure from 2018/19 to 2022/23 is provided in the graph below.

Total expenses from continuing operations



Cash, cash equivalents and investments

Council’s cash, cash equivalents and investments at 30 June 2023 totalled \$54.3 million.

Funds held by Council can be classified as externally restricted, internally restricted or unrestricted.

Externally restricted funds are those where there is a legislated or external contractual requirement for the funds to be set aside for a particular purpose. The most significant externally restricted funds are those held for water services, sewer services and grant funding for specific projects when paid in advance by State or Federal Governments. At 30 June 2023, Council had \$31.2 million of cash that was externally restricted.

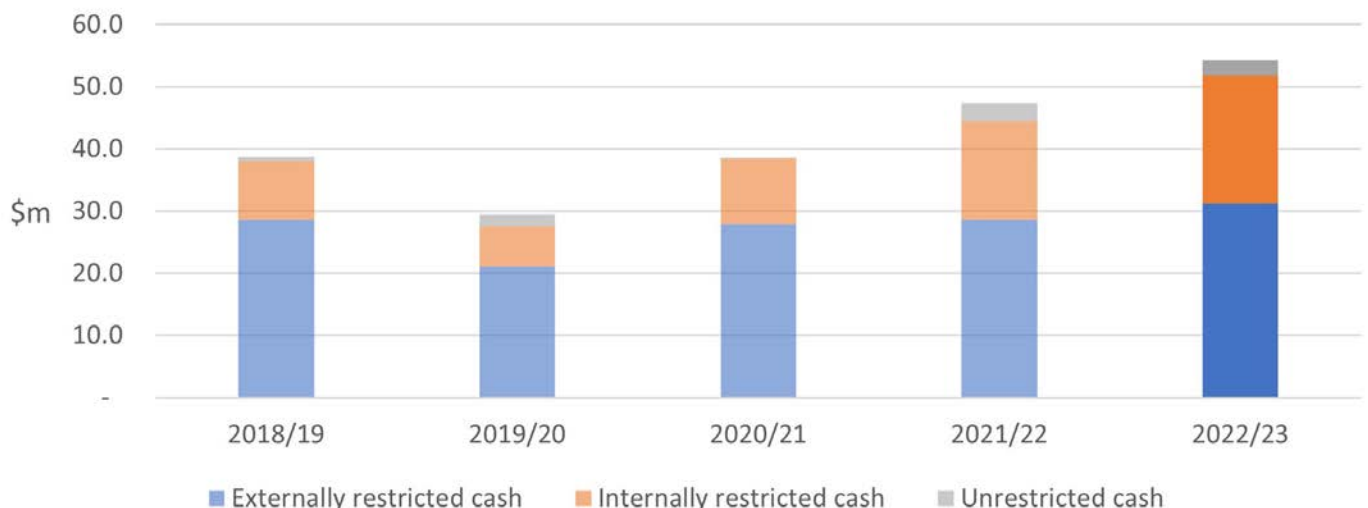
Internally restricted funds are those where Council has resolved to allocate funds for a particular purpose.

Council retains discretion on the allocation of these funds and can reprioritise where these funds are expended. The most significant internally restricted funds relate to the advance payment of Financial Assistance Grants (\$8.5 million), carry forward capital works from 2022/23 (\$2.8 million), funds required to repay creditors ((\$2.8 million) and funds allocated to cover Council’s employee leave entitlement (\$2.3 million). At 30 June 2023, Council had \$20.6 million that was internally restricted or allocated.

Unrestricted cash is cash that has not been allocated for a specific purpose. At 30 June 2023, Council had \$2.5 million that was unrestricted.

A breakdown of the total cash held by Council from 2018/19 to 2022/23 is provided in the graph below.

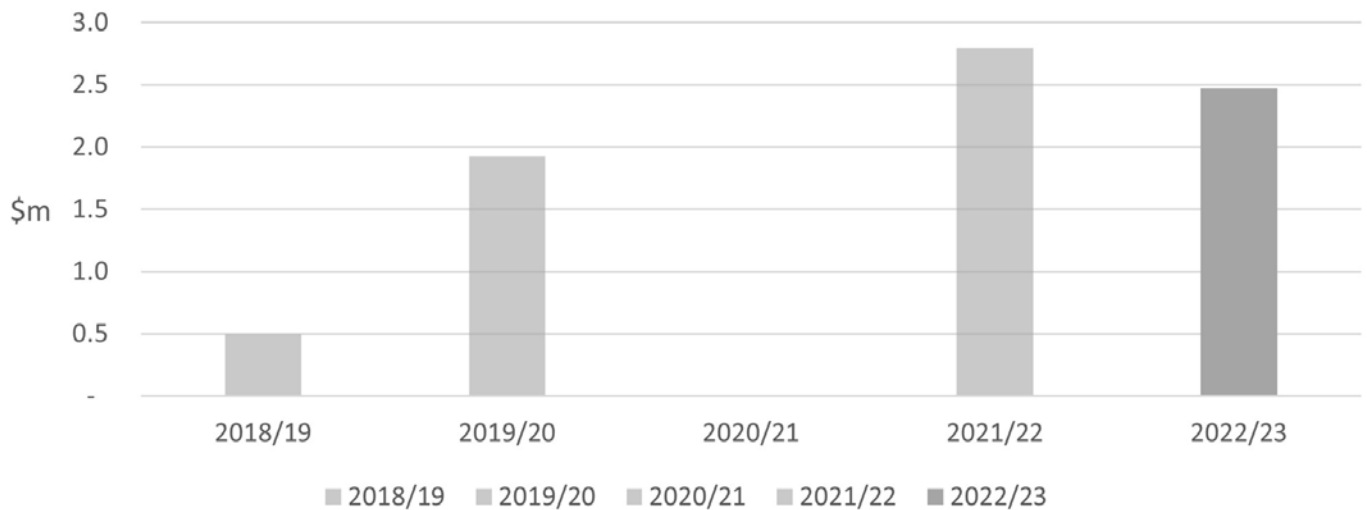
Cash, cash equivalents and investments



The amount of unrestricted cash held by Council is of particular importance. Council requires a level of unrestricted cash to meet its working capital needs and to enable it to appropriately respond to unexpected economic or financial events that may occur. The recommended level of unrestricted cash is between two and three months of operating expenditure.

The following graph reports the unrestricted cash held by Council from 2018/19 to 2022/23. This has been a critical financial measure that has driven financial decisions over the past four years.

Unrestricted cash



There has been a change to the accounting approach which impacts the unrestricted cash held by Council on an annual comparative basis

Internally allocating this cash ensures that Council and the community has a greater understanding of its underlying financial position. This approach has been consistently applied since 2020/21.

In 2020/21 Council decided to create an internal reserve for any advance payment of Financial Assistance Grants. This prudent measure was designed to remove the unintended impact of the Commonwealth Government prepaying operating grants in the year prior to the year that the allocation related to. Each year the Commonwealth Government approach is advised to Council when the advance payment is made (usually in late June) and the amount of the advance payment varies (from 50%, to 75% to 100% of the next year's allocation).

In addition, in 2022/23 Council created an internal reserve for funds held in trust such as security bonds (\$975,000) and an internal reserve to cover payments required to creditors at 30 June (\$2.8 million). These measures are designed to ensure that Council more clearly identifies funds that it owes to creditors and assists in managing Council financial sustainability.



Borrowings

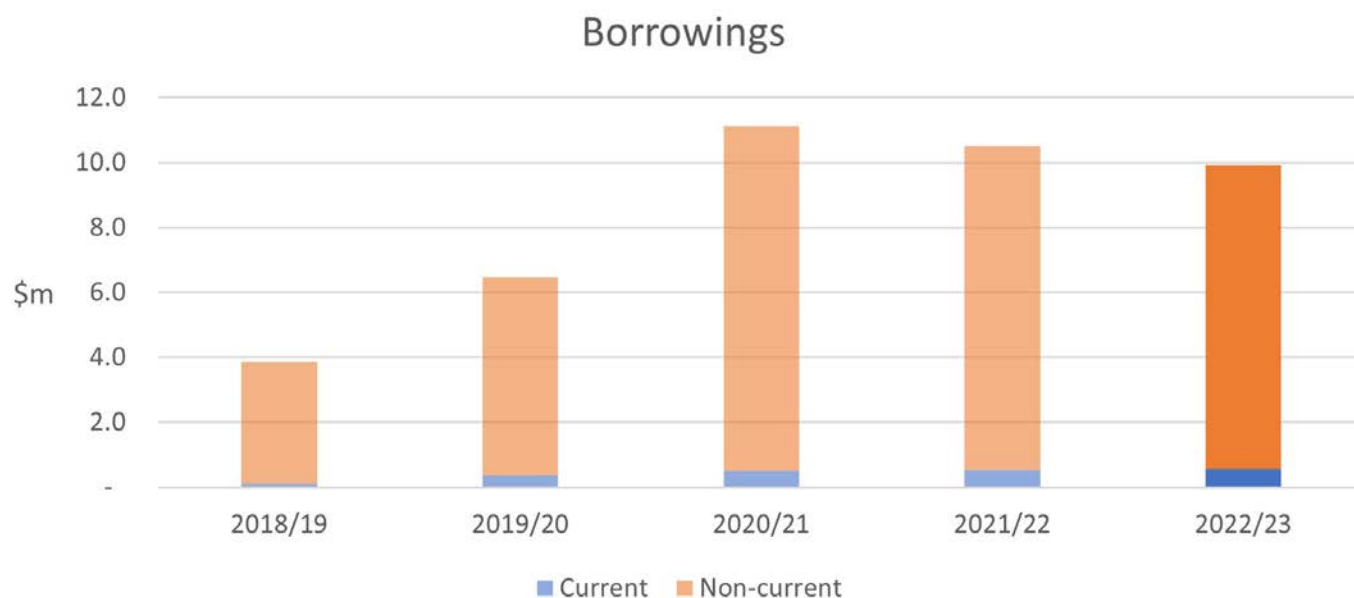
Council's borrowings at 30 June 2023 totalled \$9.9 million.

Council has secured borrowings for a range of projects over the past twenty years.

The following table provides a breakdown of Council borrowings, the purpose for which the funds were borrowed and the principal remaining at 30 June in each year.

Loan	Projects funded	Original borrowings \$	Borrowings at 30 June 2019 \$	Borrowings at 30 June 2020 \$	Borrowings at 30 June 2021 \$	Borrowings at 30 June 2022 \$	Borrowings at 30 June 2023 \$	Note
1	Mulwala Sewerage Treatment Plant	3,000,000	2,500,293	2,434,185	2,362,598	2,285,620	2,202,844	Loan commenced 2007. Thirty (30) year term.
2	Corowa Civic Centre	1,600,000	1,367,087	1,325,351	1,279,982	1,231,694	1,180,521	Loan commenced 2013. Twenty five (25) year term.
3	Mulwala Industrial Development	2,700,000	-	2,700,000	2,449,100	2,194,137	1,935,044	Loan commenced June 2020. Ten (10) year term.
4	Howlong Industrial Estate	2,000,000	-	-	5,018,257	4,810,124	4,597,543	Loan commenced November 2020. Twenty (20) year term.
	Corowa Swimming Pool	1,500,000						
	Mulwala Purtle Park Playground	450,000						
	Urana Aquatic Centre	340,000						
	LED Lighting upgrade	800,000						
Total			3,867,380	6,459,536	11,109,937	10,521,575	9,915,952	

The following graph reports the breakdown between borrowings that are due to be paid in the next 12 months (current) and borrowings due for repayment later than 12 months (non-current).



Special Variation 2021-22

IPART instrument dated 14 May 2021

On 14 May 2021, IPART approved Council's application to permanently increase general income through a special rate variation (SRV) of 8% inclusive of the rate peg for 2021/22.

The additional income from the SRV is to assist in funding the ongoing operating expenditure of the newly constructed Corowa Aquatic Centre.

The Corowa Aquatic Centre was opened to the public on 26 April 2021.

Additional general rates income was approved to fund the increased operating expenditure as detailed in the following table:

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
SV revenue above assumed rate peg	495	508	520	533	547	560	574	589	603	618
Funding for increased operating expenditures	1,143	1,159	1,175	1,192	1,208	1,225	1,243	1,261	1,279	1,297

Under the IPART approval, Council's Long Term Financial Plan for 2021 to 2031 contained the following projections:

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Operating revenue (LTFP)	43,333	40,754	42,605	48,940	47,884	51,357	48,984	48,099	46,935	46,883
Operating expenditure (LTFP)	38,429	39,201	40,379	41,757	42,903	43,781	45,282	46,490	47,803	48,649
Operating result (LTFP)	4,904	1,553	2,226	7,183	4,981	7,576	3,702	1,609	- 868	- 1,766

Council is required to report annually on Special Variation 2021-22 through to 2030/31.

Program of expenditure actually funded

The additional general rates income was approved to fund increased operating expenditure for the new Corowa Aquatic Centre. In summary there was additional general rates income of \$508,000 in 2022/23 which was fully utilised for the operation of the Corowa Aquatic Centre.

The following table details the actual expenditure against proposed expenditure and reasons for differences.

2022/23	Actual \$ '000	Proposed \$ '000	Difference \$ '000	Reasons
Operating expenditure	1,210	1,159	51	Operating expenditure was greater than originally proposed due to increased cost of labour and increasing costs of electricity and gas.
less User fees and Charges	-349	-651	302	Admission rates were less than budgeted due to centre closures associated with the Nov 2022 flood event, builder rectification works and lack of staff impacted by COVID-19. The mild summer is also expected to have impacted on visitation.
Net expenditure to be funded by ratepayers	861	508	353	

Outcomes achieved as a result of the additional general rates income

In 2022/23, the Corowa Aquatic Centre experienced the following highlights:

- 29,862 admissions
- 268 memberships
- 113 aqua fitness classes held with 1019 participants
- 332 learn to swim students enrolled
- Physiotherapy classes delivered by third party provided twice per week
- Commencement of subsidised aqua exercise classes through Murrumbidgee Local Health District (MLHD) twice per week.

Actual revenues, expenses and operating result against projections

The following table provides actual total operating revenue, operating expenditure and operating result at a consolidated or whole-of-council level compared to

projections contained in the 2021 to 2031 Long Term Financial Plan (LTFP), along with reasons for significant differences.

2022/23	Actual \$ '000	Proposed \$ '000	Difference \$ '000	Reasons
Total operating revenue	57,721	40,754	16,967	Additional grant revenue has been received than proposed in the LTFP. Some has been granted as a result of the Nov 2022 floods. Financial Assistance Grants were also paid 12 months in advance.
Total operating expenditure	47,615	39,201	8,414	Additional depreciation has been incurred as a result of cyclical asset revaluations and additional expenditure incurred in repairing flood damaged infrastructure.
Operating result (consolidated)	10,106	1,553	8,553	



Photo: Corowa Aquatic Centre.

Special Variation 2022-23

IPART instrument dated 16 June 2022

On 16 June 2022, IPART approved Council's application to permanently increase general income through an additional special variation (ASV) of 2.5% inclusive of the rate peg for 2022/23.

Given a rate peg of 1.6%, the additional income from

the ASV is to assist in funding the ongoing operating expenditure of the Council.

Council is required to report on Special Variation 2022-23 in the 2022/23 Annual Report.

Actual revenues, expenses and operating result against projections

The additional general rates income was approved to fund Council operating costs. The following table details the actual

General Fund revenue, expenditure and operating result against projections in the ASV Application and reasons for significant differences.

	Actual \$ '000	Proposed \$ '000	Difference \$ '000	Reasons
Operating				
Rates and annual charges	9,758	9,338	420	
User charges and fees	4,531	4,357	174	
Interest and investment revenue	919	30	889	Increased interest revenue as a result of increased interest rates on investments
Other revenues	509	351	158	
Grants and contributions (operating)	15,187	11,580	3,607	Additional grant revenue has been received than proposed in the Application LTFP as a result of the Nov 2022 floods. Financial Assistance Grants were also paid 12 months in advance.
Grants and contributions (capital)	13,119	710	12,409	Additional grant revenue has been received for road infrastructure. In addition, grant funding for Corowa Saleyards upgrade recognised as the project progresses.
Net gains from disposal of assets	70	-	70	
Operating revenue	44,093	26,366	17,727	

	Actual \$ '000	Proposed \$ 000	Difference \$ '000	Reasons
Operating expenditure				
Employee benefits and oncosts	9,151	10,834	-1,683	Savings in employee costs with a number of vacancies and a reduction in Council's WorkCover premium.
Borrowing costs	196	172	24	
Materials and services	12,257	5,753	6,504	Additional expenditure has been incurred in repairing flood damaged infrastructure and delivering grant funded projects.
Depreciation, amortisation and impairment of non-financial assets	11,306	11,288	18	
Other expenses	622	2,011	-1,389	Some expenditure formerly recognised as 'Other expenses' is now recognised as 'Materials and services'.
Net loss from disposal of assets	1,334	-	1,334	Expenditure recognised as a result of infrastructure assets being replaced.
Operating expenditure	34,866	30,058	4,808	
Operating result (General Fund)	9,227	-3,692	12,919	

Additional income raised by additional special variation

The ASV raised additional general rates income of \$82,000 in 2022/23.

Awarded Contracts

Details of each contract awarded (other than employment contracts and contracts for amounts less than \$150,000).

Name of contractor	Nature of goods and services supplied	Total amount payable under the contract	Contact number	Council resolution
Longford Civil Pty Ltd 152 Holbeach Street Howlong NSW 2643	Ball Park Reserve – Proposed Access Road Construction	\$405,479.39	2022-175	279/2022 FC
G&P Connelly Pty Ltd T/A Connelly Construction Services 5 Footmark Court West Wodonga 3690 VIC	Corowa Saleyards Redevelopment STAGE 3 – Public Administration Building	\$2,663,989	2022-177	402/2022 FC
Longford Civil Pty Ltd 152 Holbeach Street Howlong NSW 2643	Howlong Water Supply Network Upgrade DN375 Trunk Water Mains and Ancillary Works	\$1,926,383	2022-179	403/2022 FC
Dryside Engineering (Aust) Pty Ltd 18/117 Albion Street Brunswick VIC 3056	Urana Levee Upgrade Investigations, Concept Design & Detailed Design	\$227,673	2023-182	135/2023 FC
Dryside Engineering (Aust) Pty Ltd 18/117 Albion Street Brunswick VIC 3056	Morundah Flood Mitigation Investigations, Concept Design & Detailed Design	\$165,919	2023-185	135/2023 FC
North East Shepparton 6 Wheeler Street Shepparton VIC 3630	Supply and deliver one maintenance truck	\$195,769	N/A	Under Delegation
Blacklocks Albury Wodonga 190 Melbourne Road Wodonga VIC 3690	Supply tipping truck	\$151,586	N/A	Under Delegation
NSW Public Works - NSW Water Solutions McKell Building Level 6, 2-24 Rawson Place Sydney NSW 2000	Consultancy service for Corowa Sewage Treatment Plant project	\$891,000	N/A	76/2023FC
North East Shepparton 6 Wheeler Street Shepparton VIC 3630	Supply one medium rigid tipping truck	\$216,432	N/A	Under Delegation
Cofield & Co Plumbing & Aircon Pty Ltd PO Box 454 Corowa NSW 2646	Supply and install fire ring main at Corowa Saleyard	\$151,250	N/A	Under Delegation
Excell Gray Bruni Pty Ltd 75 Wright Road Keilor Park VIC 3042	Corowa Lawn Cemetery Expansion – Stage 1	\$200,000	2023-180	Under Delegation
North East Shepparton 6 Wheeler Street Shepparton VIC 3630	Supply one sundry truck	\$150,831	N/A	Under Delegation
Tutt Bryant Equipment PO Box 4105 Dandenong South VIC 3164	Supply one multi tyred roller	\$207,570	N/A	Under Delegation

Summary of GIPA Activity

(Clause 8(a) GIPA Regulation 2018)

Under Section 7(3) of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Federation Council is committed to providing the community open and transparent access to information about our services, activities and business operations. Much of this information is routinely provided, which is identified in our Agency Information Guide, publicly available on Council's website.

Council's Government Information (Public Access) Annual Report for the 2022/2023 reporting year, prepared in accordance with Section 125(1) of the Government Information (Public Access) Act 2009 and Section 8 of the Government Information (Public Access) Regulation 2018, was submitted to the Information and Privacy Commission and the Office of Local Government on 4 September 2023.

As part of Council's review of its proactive release program, the following actions were undertaken throughout the reporting period (1 July 2022 to 30 June 2023):

- Consultation with Information Privacy Commissioner (IPC) as part of its annual review of Council's Agency Information Guide resulting in inclusion of information and a link to Data NSW.
- Development of information to support council processing of requests for information and in particular requests that contain personal information.
- Updating of Council's Contracts Register, and
- Inclusion of additional fields on Council's land register in Intramaps.

Council receives many other informal requests for information. A significant number of these relate to planning and development records, approvals and orders post 1 July 2010.

Whilst Council acknowledges there is a need for these to be made available upon request, it has also considered the risk of inadvertently disclosing personal information as well as the level of resourcing and technological capacity required to include all of this information on Council's website and is unable to provide all of these on Council's website. Access to the following documents is available by informal request:

- Home warranty insurance documents
- Construction certificates
- Occupation certificates
- Structural certification documents
- Town planner reports
- Submissions received
- Heritage consultant reports

- Tree inspection consultant reports
- Acoustics consultant reports
- Land contamination consultant reports

Where the following contents is included:

- Personal contact details of including personal phone/mobile numbers and email addresses
- Signatures on DA applications or submissions or objection letters
- Personal financial information, e.g. credit card details
- Health and medical information
- Photos depicting people,

These may be subject to redaction of personal information where there is an Overriding Public Interest Against Disclosure (OPIAD) of part or all of the record.

Records that are subject to copyright and those containing internal floor plans may be viewed at Council's offices and copies provided, conditional upon written consent of the copyright owner being provided.

Council also shares information about its projects, services and programs via media releases and Latest News sections on its website, social media, email and over the counter at our customer service centres, as well as via newsletters, newspapers, inclusion of flyers in rates notices, public meetings, drop-in sessions, Council meetings, and targeted platforms such as youth and seniors' hubs and committees.



GIPA Statistical Data

Number of access applications received (Clause 8 (b) GIPA Regulation 2018)

Council received 62 valid applications (including one withdrawn application and excluding invalid applications).

Number of refused applications for Schedule 1 Information (Clause 8(c) GIPA Regulation 2018)

During the reporting period, there were 0 formal access applications that were refused, either wholly or in part, because the information requested was for information referred to in Schedule 1 to the GIPA Act (information for which there is a conclusive presumption of overriding public interest against disclosure).

Number of applications by type of applicant and by outcome

Table A: Number of applications by type of applicant and outcome								
	Access Granted in full	Access Granted in part	Access Refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether info is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector Business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	20	0	1	0	0	0	0
Members of the public (other)	0	34	0	6	0	0	0	1

**More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.*

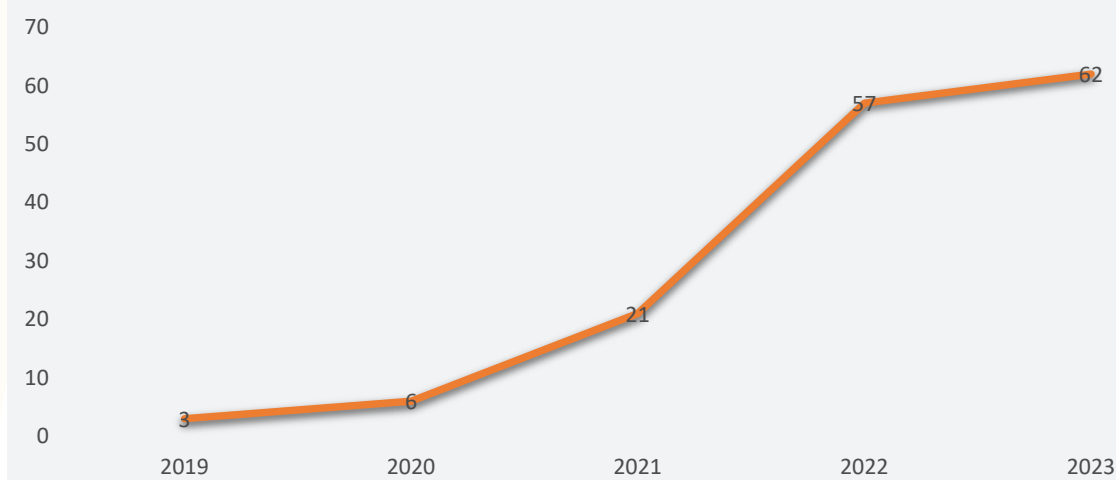
Council granted access to 100% of applications for which Council held any information. Access was granted with redactions or via viewing in our office, where necessary. This was to protect the release of personal information that might reveal an individual's identity or that might contravene an information protection principle under the Privacy and Personal Information Protection Act 1998.

Number of applications by type of application and outcome

Table B: Number of applications by type of application and outcome

	Access Granted in full	Access Granted in part	Access Refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether info is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	54	0	7	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

GIPA Applications received



Invalid applications

Table C: Invalid applications

Reasons for invalidity	Number of Applications
Application does not comply with formal requirements (section 41 of the Act)	2
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	2
Invalid applications that subsequently became valid applications	1

Two invalid applications were recorded with one application becoming a valid application after consultation with the applicant.

Conclusive presumption of overriding public interest against disclosure: Matters listed in Schedule 1 of the Act

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of time consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

There were no applications that were subject to any conclusive presumption of overriding public interest against disclosure as listed in Schedule 1 of the GIPA Act.

Other public interest considerations against disclosure: Matters listed in table to section 14 of the GIPA Act

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	54
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Applications that were subject to clause 3(a) and 3(b) of the Table to section 14 of the GIPA Act. Council redacted this information prior to releasing.

Timeliness

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	62
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0

All applications were decided within the statutory timeframe or within any extension granted by agreement. There were 60 decisions made on formal applications received in the 2022-2023 year and 2 decisions made on formal applications received in the previous year (2021-2022) but determined in the current year.

Number of applications reviewed under Part 5 of the Act (by type of review and outcome).

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0

One decision to release information was the subject of an internal review.

Applications for review under Part 5 of the Act (by type of applicant)

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer).

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)	
	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

NIL Reports

- No Councillors completed any induction training course, induction refresher course or supplementary induction courses during the year.
- No recovery or threat abatement plans entered into during the reporting period.
- No environmental upgrades were undertaken.
- No statement detailing the stormwater management services provided (if levied).
- No overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations) were undertaken.
Legislative requirement: Local Government (General) Regulation 2021 cl 217(1)(a)



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