



**FEDERATION  
COUNCIL**

CREATING OPPORTUNITY CELEBRATING COMMUNITY

THIS IS FUTURE FEDERATION

Annual Report

23  
24



## Acknowledgment of Country

Federation Council acknowledges the Traditional Custodians of the land in which we work and live. We pay our respects to elder's past, present, and emerging and recognise their continuing connection to the land, waters, and community. We will work together for a united Council that respects this land and values the contribution to our community of the Aboriginal and Torres Strait Islander peoples, their culture, and heritage.

*Aunty Bonita Byrne gives a Welcome to Country at 2024 Australia Day Ceremony in Morundah.*

*Photo credit: Jake Semmler.*



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## Section

# 01

*Pictured:  
Left Rosemary Ferguson  
and right Anne Wescott -  
participants of the 2023  
Federation Fischer Community  
Leadership Program.  
Rosemary and Anne were the  
driving force behind the  
vibrant hay bale decoration  
initiative that focused on  
creating festive cheer  
around Corowa.*





# Section 1: Welcome

## About This Report

Federation Council is proud to present its 2023-2024 Annual Report to the community. The report provides an overview of Federation Council's operational and financial performance during the period 1 July 2023 to 30 June 2024.

In this report we present Council's progress against the four-year Delivery Program (2022-2026) and the one-year Operational Plan (2023-2024). The Delivery Program and Operational Plan are developed by Council based on the community's long-term vision and aspirations detailed in the 10-year Community Strategic Plan (CSP) 2022-2032.

This report also contains statutory reporting as prescribed by the Local Government Act 1993 and Local Government (General) Regulation 2021 as well as other legislation for which Council is required to report annually. The statutory reporting includes audited financial reports providing details of Council's financial performance for the year.

The aim of the Annual Report is to provide the community with information on the:

- Progress in implementing the four-year Delivery Program (2022-2026) and the Operational Plan (2023-2024).
- Audited financial statements for year ended 30 June 2024.

The report is divided into the following sections:

- Section 1: Welcome.
- Section 2: Our Community & Council.
- Section 3: The Year in Review.
- Section 4: Reporting on Progress.
- Section 5: Regulatory Information.
- Section 6: Special Variation.

*Pictured: Wattle in Mulwala - North of the Murray.*



## Mayor & General Manager Message

On behalf of Federation Council it gives us great pleasure to present our 2023-2024 Annual Report. This document is an important means of communication between Council and the community and it provides us with the opportunity to provide a snapshot of some of the highlights across the 2023-2024 financial year.

We are proud of the achievements across the reporting year and we are committed to our service delivery and continuing to drive our performance forward both operationally and strategically. Staff have worked diligently to provide meaningful outcomes for the benefit of our community.

Key highlights from the reporting year included:

- Officially opened the \$11.8M major upgrade of the Corowa Saleyards Agricultural Hub.
- Officially opened the Waterfront Pavilion in Urana.
- Engaged the University of Newcastle to undertake an Independent Review into the Advantages and Disadvantages of Amalgamation and Federation Council's Financial Sustainability Journey.
- Youth Councillors attended the Regional Youth Leadership Summit.
- Miki City delegation welcomed to Federation Council.
- Delivered the Federation Community Services Expo.
- Hosted the annual Australia Day Awards and Ceremony.
- Celebrated the contributions of senior residents through the delivery of a Seniors Week initiative.
- North of the Murray Event Series delivered which saw thousands of residents and tourists attend five incredible events in Corowa (2), Howlong, Mulwala and Urana. This initiative was funded by the NSW State Government.
- Extensive range of services delivered within approved expenditure budgets.

- Sold industrial land in Corowa and Howlong.
- Undertook a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.
- Finalised Federation Council's first Waste Strategy.
- Supported and encouraged opportunities for increased public and private sector investment across the council area.
- Increased investment in local road maintenance and renewal due to the temporary Special Rate Variation.
- Continued implementation of the North of the Murray 5-year Destination Marketing Strategy 2020-2024.
- Completed upgrades to Corowa Foreshore as funded under the Crown Reserves Infrastructure Fund.
- Continued to maintain over 148 sporting grounds, parks and recreation areas across the Council area.
- Implemented the Road Safety Program.
- Delivered school holiday programs across the Federation Council area.
- Maintained Council online presence via digital channels, with strong engagement reported.
- Undertook a Service Review of the Corowa Aquatic Centre.

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



The Independent Review, conducted by The University of Newcastle into the Advantages and Disadvantages of Amalgamation and Federation Council's Financial Sustainability Journey provides a roadmap for Council to continue its progress on our financial sustainability and continuous improvement journey.

Council's 2023-2024 financial statements, that form part of this Annual Report, provide evidence that Council has continued to grow its cash reserves, by both improving the levels of restricted and unrestricted cash, and adhering to budgets, notwithstanding Council's comparatively overall very low rate revenue. Council's overall general rate revenue is unfortunately not sufficient to maintain and renew our assets, especially in areas such as roads, bridges, footpaths, gutters, buildings/facilities and stormwater systems. Council is committed to ensuring we do not leave a challenging legacy for future generations. This drives the focus on improving asset management practices and increasing investment in key infrastructure to limit asset deterioration and improve safety for all users. To address these risks, efficiency gains and productivity improvements will continue to be sought to drive savings, as well as the significant rate increase (Special Rate Variation) recommended for 2025-2026 and beyond.

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 welcoming.

In closing, our heartfelt gratitude is extended to the Council staff for their outstanding care and professionalism in delivering the many services valued by our community. We also extend a big thank you to our Councillors for all the time and energy invested in representing our 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.

*Pictured left to right: General Manager Adrian Butler & Mayor Cr Patrick Bourke*





Section

# 02

*Pictured:  
Howlong Twilight Christmas  
Festival: Howlong came  
together to embrace the  
holiday spirit on Saturday,  
16 December 2023.*

*North of the Murray -  
Event Series.*





## Section 2: Our Community & Council

### Our Community

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

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

*Pictured: Aerial of Corowa.*

Estimated resident population  
**12,939**



Persons born overseas  
**931**



Land Area  
**5,685 square km**



Children enrolled in a preschool or preschool program  
**178**



Population Density (persons per square km)  
**2.28**



Total number of businesses  
**1,355**



Working Age Population  
**53.8**



Total protected land area  
**2,252**



Estimated resident Aboriginal & Torres Strait Islander population  
**350**



Number of jobs  
**9,673**



## Our Council

Federation Council is responsible for the delivery of services across a vast land area of 5,685 square km. Council manages an extensive network of roads, community and operational buildings, recreational grounds including many parks, sporting fields and courts, swimming pools, and our water, sewer, electrical and stormwater systems, to support our many strong and proud communities.

The Federation Local Government Area has a strong agricultural history of broadacre cropping and livestock farming and is home to some significant manufacturing and agriculture related businesses. 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.



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

Our values are:

### Embracing Change

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



### Quality Outcomes

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

### Accountability

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



### Collaboration

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

### Customer Focus

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



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*Pictured to the left: Aerial of Howlong.*



## Our Councillors

Federation Council is governed by nine elected Councillors. 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

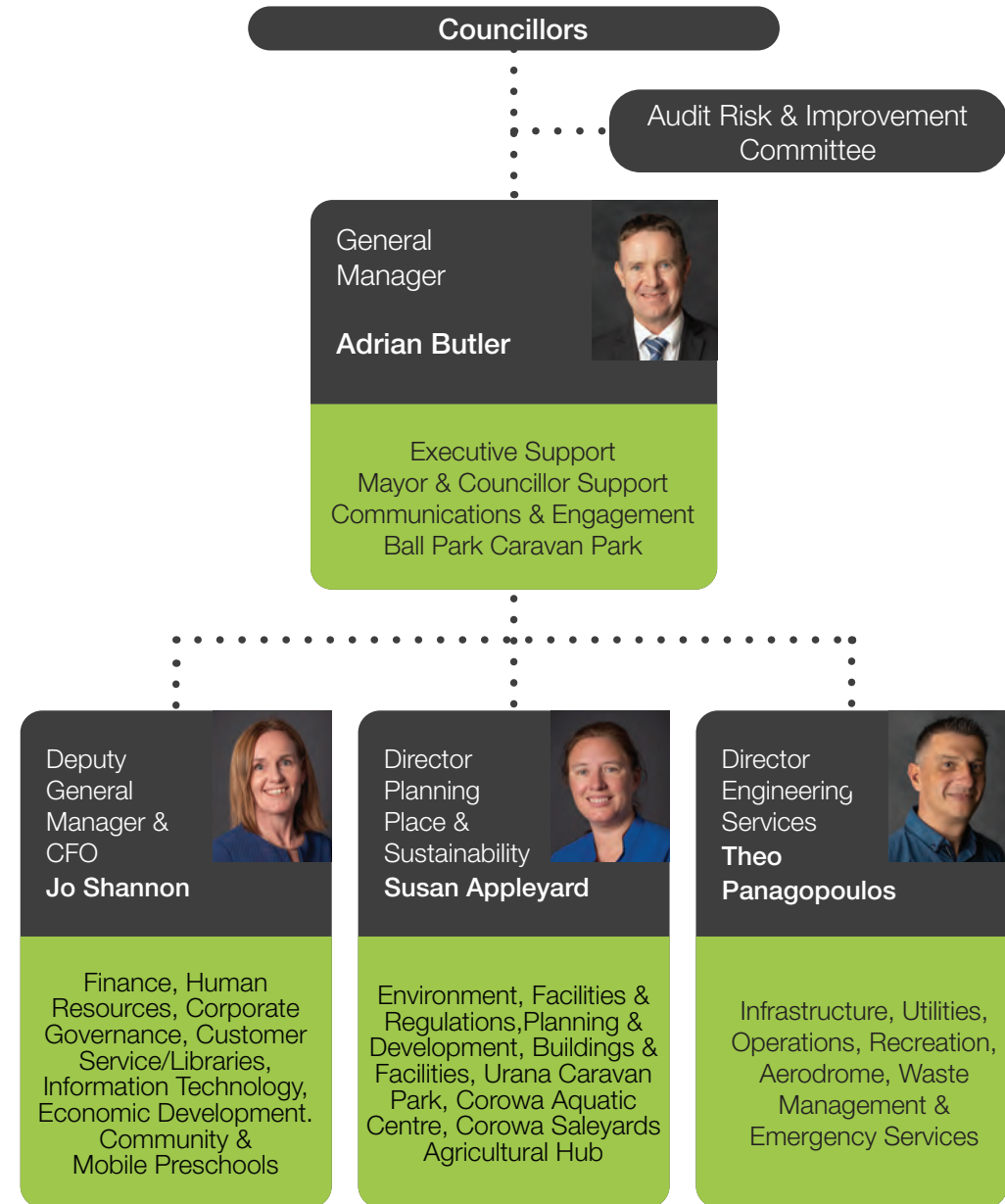


Cr Aaron Nicholls



Deputy Mayor  
Cr Shaun Whitechurch

## Our Organisational Structure







Section

03

*Pictured:  
Some of the vast open plains  
in the Federation region.*



## Section 3: The Year in Review

### 2023-2024 Financial Highlights

#### Increased unrestricted cash

Council increased its level of unrestricted cash at the end of the financial year, 30 June 2024, to \$4.9 million, up from \$2.4 million at 30 June 2023.

This improvement is attributed to many factors including but not limited to, a continuing strengthening of financial controls and budget discipline, staff vacancies providing savings in employee costs including trialling lower staffing levels in some areas, and additional interest income from investments.

#### Secured borrowings at competitive rate

In November 2023, Council secured \$3.8m in loan funding from TCorp, a NSW government agency, for the upgrade of water infrastructure in Howlong. Securing a competitive 5.26% interest rate with TCorp has saved Council \$284,269 over ten years when compared to the 6.24% interest rate offered by private sector banks.

#### Sold industrial land

During the financial year, Council has sold one (1) lot of industrial land at Cobar Court, Corowa and two (2) lots at Oolong Road, Howlong. Council gained \$400,423 profit on sale of this industrial land and has reduced the number of industrial lands held for sale from thirteen (13) to ten (10) lots.

#### Full funded Employee Leave Entitlement liability

Council increased its level of cash allocated to fully fund Council's existing employee leave entitlement provision (\$3.4 million).



#### Improved Return on Investment

Council's average investment funds during the financial year was \$53.8 million, generating interest income of \$2.6 million. This translates to a 4.78% Return on Investment (ROI). This is an additional 1.76% from the 3.02% ROI in FY 2022-2023. The numerous interest rate hikes during the 2023 calendar year have contributed to this improvement on ROI.



#### Increased cash holdings to fund water and sewer infrastructure renewal

Council increased its cash holdings in the Water Fund and the Sewer Fund to better position itself to renew infrastructure when required. In the Water Fund, cash holdings increased from \$12.0 million to \$15.7 million at 30 June 2024. In the Sewer Fund, cash holdings increased from \$9.4 million to \$10.4 million at 30 June 2024.



#### Delivered services within expenditure budgets

In 2023-2024 controllable service costs were contained within approved budgets. Controllable service costs include employee benefits and oncosts, materials and services and other expenses. At a high level, actual expenditure in these expense categories totalled \$36.0 million against a budget of \$36.3 million.



#### Productivity improvement measures

A range of productivity improvement measures were introduced, including software improvements in governance, financial payment processes and introduction of technology and practices to enhance meeting capability and output. These measures, combined with trialling the use of artificial intelligence, are estimated to have generated \$74,246 in savings.



#### Energy savings

Energy savings totalling \$367,526 have been achieved with the upgrade of street lighting to LED technology, accessing state government contracts for the purchase of electricity and reducing the number of vehicles.



# Financial Summary

## Overview

Financial Statements for the year ended 30 June 2024 reported a surplus of \$22 million after recognising operating revenue of \$73.9 million and operating expenditure of \$51.9 million. This operating result is \$27 million over the budgeted operating result and is attributed to additional operating revenue received by Council. Council was fortunate to receive unbudgeted Commonwealth and State Government grant funding that will be expended in 2024-2025, as well as additional interest income. Operating expenditure on planned activities was delivered within approved budgets. Additional operating expenditure was incurred on unbudgeted grant-funded projects.

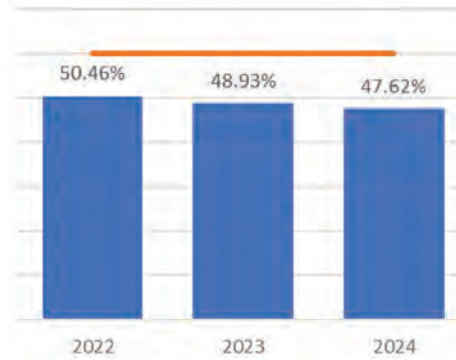
## Performance Measures

These performance measures aim to support Council to actively manage and improve performance against the benchmarks set by the Office of Local Government (OLG).

### Own Source Operating Revenue Ratio

Total Continuing operating revenue minus all grants & contributions over Total Continuing operating revenue inclusive of Capital Grant

Benchmark:  >60.00%

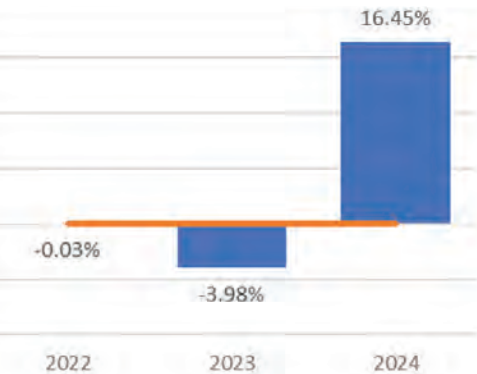


Council has not achieved the OLG benchmark for the current reporting period. This ratio has been impacted by the level of grant funding received from the Commonwealth and State Governments in 2023-2024. With Council receiving significant grants in 2023-2024 the ratio has remained fairly consistent with previous years even though Council has increased rates by 19%.

### Operating Performance Ratio

Operating Revenue (excl Capital Grants & Contributions) minus Operating Expenses over Operating Revenue (excl Capital Grants & Contributions)

Benchmark:  >0.00%

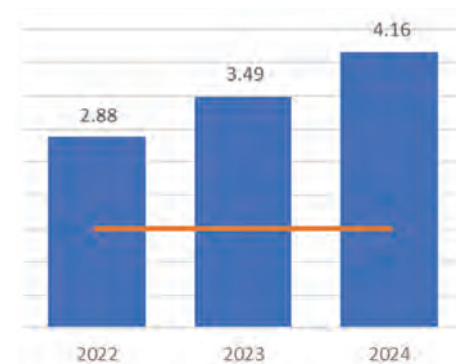


Council achieved the OLG benchmark for the current reporting period. The Operating Performance Ratio improved from negative 3.98% to positive 16.45% primarily due to the recognition of grant income of \$9.2 million from the Regional and Local Roads Repair Program, \$1.0 million from the NSW Local Government Recovery Grant and \$3.5 million from the Roads to Recovery Funding Program. Without this grant funding Council would not have achieved the benchmark.

### Unrestricted Current Ratio

Current assets less all external restrictions divided by current liabilities less specific purpose liabilities

Benchmark:  >1.50



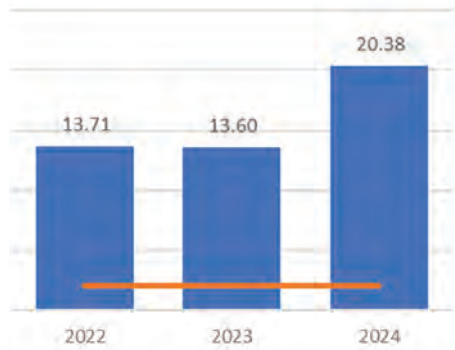
Council achieved the OLG benchmark for the current reporting period. Council's unrestricted current ratio has increased from the previous year due to the increase in unrestricted cash and the increase in internally restricted or allocated cash. The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due.



### Debt Service Cover Ratio

Cost of debt service (interest expenses & principal repayments) over Total continuing operating revenue (excluding capital grants & contrib.).

Benchmark:  >2.00

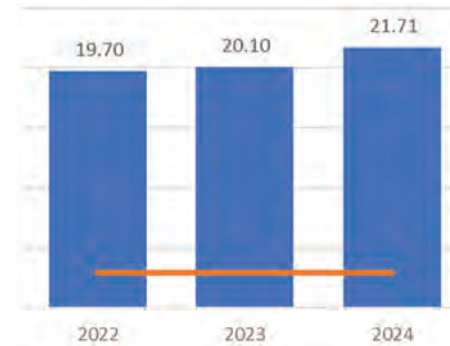


Council achieved the OLG benchmark for the current reporting period. The debt service cover ratio increased from 30 June 2023 due to the significant increase in the operating result (which is attributed to additional operating grants received by Council during the year).

### Cash Expense Cover Ratio

Current year's cash, cash equivalents and term deposits divided by payments from the cash flow of operating and financing activities, multiplied by 12

Benchmark:  >2 month



Council achieved the OLG benchmark for the current reporting period. Council's cash expense cover has increased due to the increase in the cash balance. This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow.

### Rates and Annual Charges Outstanding percentage

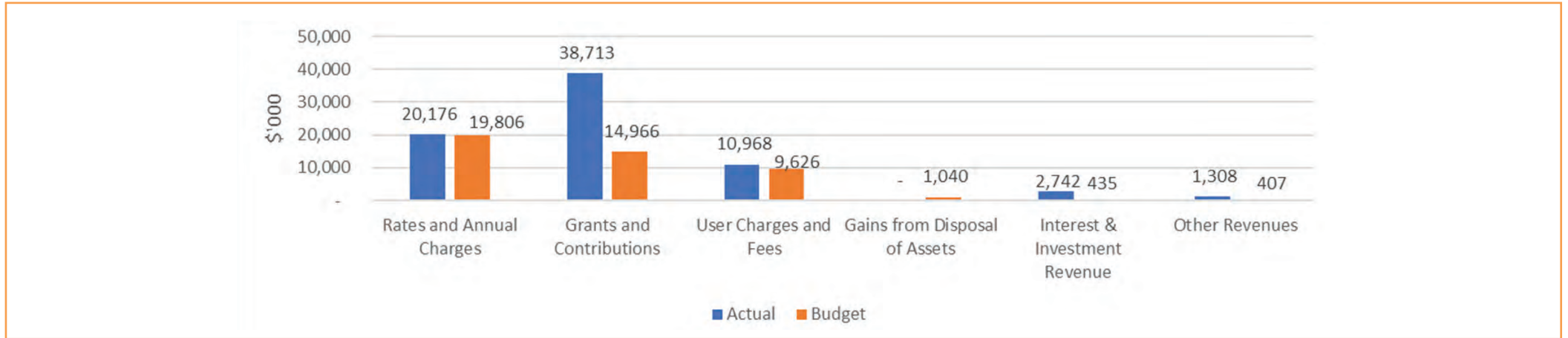
Rates and annual charges outstanding divided by rates and annual charges levied

Benchmark:  >10.00



Council achieved the OLG benchmark for the current reporting period. The rates and annual charges outstanding has slowly increased over the three year period. This will be monitored to understand contributing factors. The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts.

## Operating Income



Rates and annual charges contributed 27% of Council's operating income. This includes the additional income from the 2-year temporary Special Rate Variation (SRV) approved by IPART in June 2023. This is the first year of the SRV with an increase on general rates of 19.00% inclusive of the rate peg (4.50%). This will be followed by 17.00% inclusive of the rate peg (4.80%) in 2024-2025. Once the temporary SRV expires, the general income will be reduced to what it would have been with the annual increase by the rate peg, without an additional SRV application.

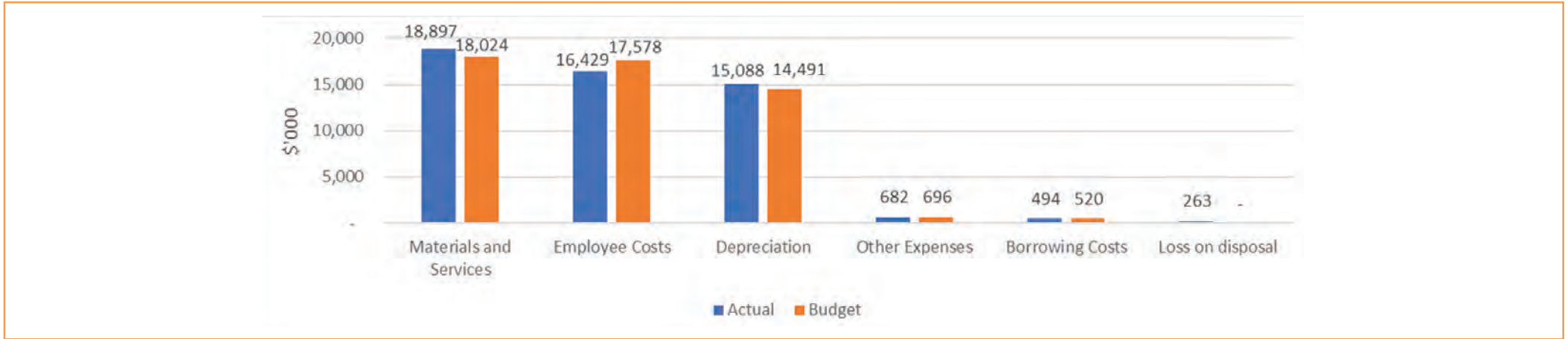
Grants and contributions from Commonwealth and State Governments made up 52% of the operating income received by Council. Some of the grants are for the delivery of specific services and others are general grants or "untied" grants which means Council can use the funding based on local priorities. Of the grants recognised, 36% is classified as operating grants (\$26.6 million). Council received \$8.0 million from the Commonwealth Government for the Financial Assistance Grants, including a \$7.6 million advance payment for 2024-2025. Other operating grants totalling \$18.5 million were recognised during the year for specific purposes, including \$15.1 million for transport infrastructure. The remaining \$12.2 million was capital grants, largely for transport infrastructure (\$3.5 million) and the Corowa Saleyards Agricultural Hub upgrade (\$2.9 million). This income is restricted in use and cannot be used for any purpose other than that identified in the funding agreement. It will be kept as a separate cash reserve until such time as the expenditure occurs.

User charges and fees, interest and investment revenue and other revenues contribute 15%, 4% and 2% respectively to the operating income.

Actual operating income is 60% over the budget, primarily from Grants and contributions and interest and investment Revenues. Timing difference of income recognition between budget and actuals plus unexpected grants received during the year influence the material differences for the Grants and contributions income stream. As for interest and investment revenue, the budget was prepared conservatively and the multiple increases in interest rate by the Reserve Bank of Australia during the year plus significant amount of grants received in advance have improved the actual return on Council's cash investments.



## Operating Expenditure



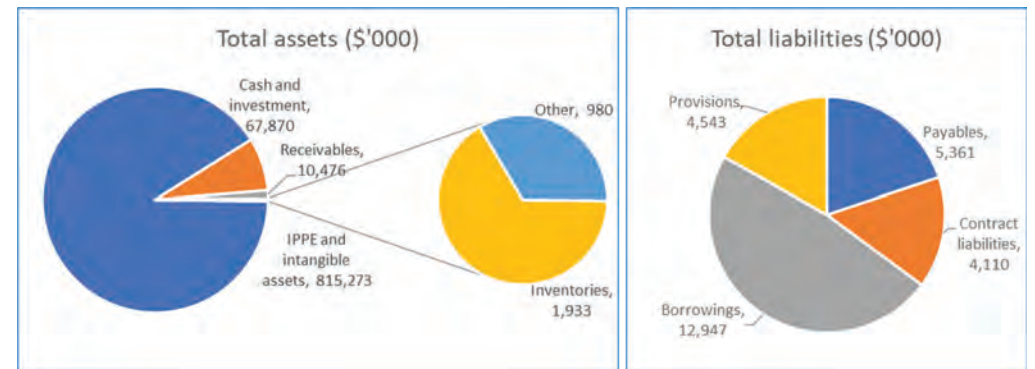
Materials and services (\$18.9 million) comprises 36% of Council's operating expenditure. This expenditure includes contractors, materials, consumables, electricity, heating, insurance, computer software charges, legal expenses, advertising, councillors and mayoral fees. Costs within this category have been increasing (2022-2023: \$16.5 million) with the rising cost of electricity, materials and contracts. With the temporary SRV, Council was able to fund a dedicated procurement role that enabled increased focus on processing tenders and implementing contractor arrangements efficiently.

Employee costs include salary and wages paid to staff and other direct staff costs such as superannuation, fringe benefits tax, workers compensation and training costs, making up 32% of the operating expenditure. Costs have increased by \$2.3 million from last year partly from increased staffing required to deliver funded projects, as well as the 0.5% increase in superannuation (2022-2023: 10.5%; 2023-2024: 11.0%), the Local Government State Award increase of 4.5% and a significant increase in the premium for workers compensation insurance.

Depreciation represents the amount Council needs to invest in renewal works to ensure that the assets are held to their optimal levels of serviceability. This non-cash expense (\$15 million) made up 29% of operating expenses, with road infrastructure accounting for the greatest proportion, at \$6.5 million for over 2,000km of roads across the Council area.

The remaining cost categories take up 3% collectively of the operating expenditure.

## Financial Position



Council manages \$896 million worth of assets, with the majority of it in infrastructure, property, plant and equipment (\$815 million). The carrying value of Council's 3 largest asset categories are Roads at \$238 million, Bulk earthworks \$147 million, Buildings and swimming pools at \$119 million. The road asset category consists of both sealed and unsealed roads, kerb and gutter, footpaths, traffic islands and roundabouts. Bulk earthworks are the major earthworks undertaken at the initial construction of road and drainage assets and Council has recognised all bulk earthworks as a separate class of assets. Council's Buildings and swimming pools asset category includes the newly upgraded Corowa Saleyards Agricultural Hub and four aquatic facilities in Corowa, Howlong, Oaklands and Urana.





*Pictured: Corowa Aquatic Centre.*

Cash, cash equivalents and investments at 30 June 2024 totalled \$67.9 million. Funds held by Council can be classified as externally restricted, internally restricted or unrestricted. Externally restricted funds for the year totalled \$38.7 million, made up of \$15.7 million from the Water Fund, \$12.5 million from the General Fund and the remaining \$10.5 million from the Sewer Fund. Council has internally restricted or allocated \$24.3 million in fund for particular purposes. Council retains discretion on the allocation of these funds and can reprioritise where these funds are expended. Advance payment of Financial Assistance Grants (\$7.6 million), provision to cover Council's employee leave entitlement (\$3.4 million), funds to repay creditors (\$3.3 million) and carry forward capital works from 2023-2024 (\$3.0 million) are among the internally restricted funds. Unrestricted funds are the funds remaining that have not been allocated for specific purpose at the end of the financial year. This balance increased to \$4.9 million at 30 June 2024.

As at 30 June 2024, Council has \$27 million in total liabilities. This includes \$12.9 million in borrowings which have been sourced over the past 17 years. This includes the new borrowings for upgrades to Howlong water infrastructure that was disbursed in November 2023. The following table provides the breakdown of the borrowings:

	\$'000	Taken Up	Maturity
TCorp - Pool, playground, LED & aquatic	2,675	Jan-21	Jan-41
TCorp - Howlong industrial park	1,705	Nov-20	Nov-40
Westpac - Mulwala sewer plant	2,114	Dec-07	Dec-37
NAB - Civic Centre	1,126	Jun-12	Jun-37
TCorp - Howlong water system	3,654	Nov-23	Nov-33
TCorp - Mulwala industrial estate	1,672	Jun-20	Jun-30
	<b>12,946</b>		





*Pictured: Memorial Park Howlong.*



## 2023-2024 Customer Service

Customer requests refer to inquiries, complaints, or service requests made by community members regarding the various services managed and maintained by the council. These requests can encompass a wide range of issues, from maintenance and repair needs to general questions about council services and policies.

For 2023-2024, the Council received:



**2,734**  
Customer Requests

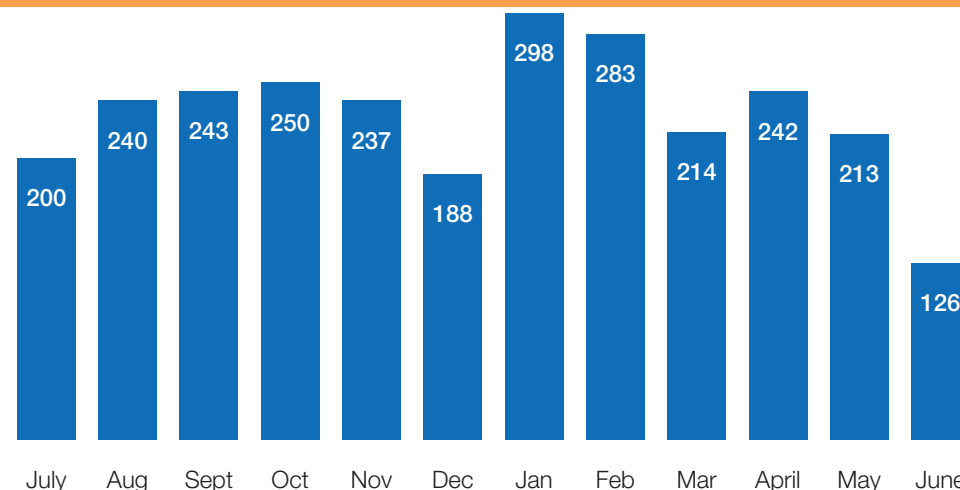
### How the Customer Request was received:



- Phone: 1580
- Email: 337
- Online via website: 302
- Counter: 360
- Internal request: 29
- Snap Send Solve: 120
- Callout: 6

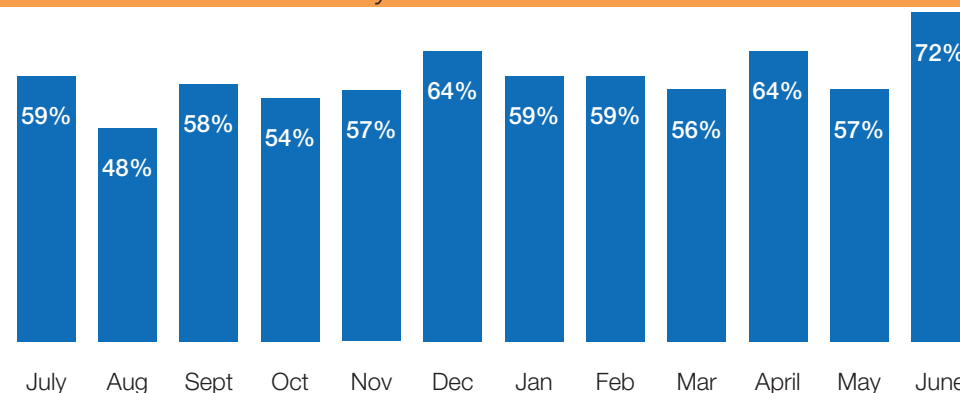
- 58% of people phoned in their Customer Request ↓15% on the previous year.
- 11% of customers logged a request via the online form on the Council website ↑ 2% on the previous year.
- 12% of customers logged their request via email ↑ 5% on the previous year.
- 13% of customers logged a customer request in person/over the counter ↑ 8% on the previous year.
- 4% of customers used the Snap Send Solve app to log their request (this is an external provider) ↑ 2% on the previous year.
- <1% of requests were logged by a staff member in relation to an internal issue.
- <1% of requests were logged by our on-call team.

### Total Customer Requests Received 1 July 2023 - 30 June 2024



### Total Customer Requests completed in 10 days or less

1 July 2023 - 30 June 2024



As shown by these results, Council is challenged in managing the number of customer requests in a timely manner within existing resources. Given community feedback on our performance in this area, further work is being undertaken to improve response times. Whilst an overall issue raised in a request may take longer than 10 days to resolve, some may not be possible to resolve, and the customer deserves a reply to provide some closure on the request.

At 30 June 2024, there were 88 overdue customer requests remaining to be resolved.



## Top Five Categories for Customer Requests

### Phone Calls



For the period 2023-2024:

- Corowa Civic Centre: received 10,329 calls, (4.88% decrease compared to 2022-2023) of which 4.3% went to voicemail.
- The Planning Department: received 3,718 calls (a 30% increase compared to 2022-2023), of which 18.9% went to voicemail.
- The Urana Council Office: received 971 calls (19.95% decrease compared to 2022-2023), of which 2% went to voicemail.

### Emails



For the period 2023-2024:

- A total of 11,377 emails were sent to Council's main email address (an increase of 4%).
- Average of 44 emails per day.

### Roads

472 (17.3%) ↓ 31%



*Subcategories include: Bridges, cracks, edge drop, line marking, obstruction, potholes, road roughness, rural slashing, signage graffiti/vandalism, spill, tree canopy lift/maintenance (rural), unsealed roads and fallen tree/branch.*

### Water

329 (12%) ↑ 11.8%



*Subcategories include: Leaky hydrant/valve, damaged meter, damaged service, odour investigations, damaged main, poor pressure.*

### Nature Strip

294 (10.8%) ↑ 20.4%



*Subcategories include: Tree hazard, new tree, pothole, trip hazard, weeds, maintenance.*

### Animals

294 (10.8%) ↑ 20.4%



*Subcategories include: Attacks, dead, loose stock, magpie, neglect, abandoned, noise, stray, trap.*

### Parks & Reserves

248 (9.1%) ↑ 12.22%



*Subcategories include: Park/playground maintenance, dangerous tree, fallen branch or tree, insect infestation, cemetery maintenance, weed, slashing/mowing urban roadside, oval maintenance/airport entrance.*

*Pictured: Purtle Park Mulwala.*



# 2023-2024 Communication & Engagement

## Digital Key Performance Statistics – 1 July 2023 – 30 June 2024

The key performance statistics for Council digital assets for the 2023-2024 financial year are shown below. As demonstrated in the statistics, all channels have experienced substantial growth over the 12-month reporting period.

### Corporate Digital Channels

Corporate Website: [www.federationcouncil.nsw.gov.au](http://www.federationcouncil.nsw.gov.au)

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. The Corporate website is the digital central source of Council information and self-service digital front door to Council's business.

**105,943**  
Users



(+12.74% vs 93,969, 2023)

**529,778**  
Page Views



(+31.21% vs 403,767, 2023)

**158,241**  
Sessions/Visits



(+21.39% vs 130,362, 2023)

## Content

The top five pages by page views:

Home - Federation Council	71,061
Free Online Food Safety Training Now Available	38,722
News & Media	18,748
Search Results	18,349
Contact Us	16,928

Corporate Facebook Page: [www.facebook.com/FederationCouncilNSW](https://www.facebook.com/FederationCouncilNSW)

**212,864**  
Total Reach



(+30.8% vs 2023)

**183,850**  
Organic Reach



(+669.5% vs 2023)

**45,642**  
Paid Reach



(-12.5% vs 2023)

**5,134**  
Followers



(Women 69.7%, Men 30.3%)

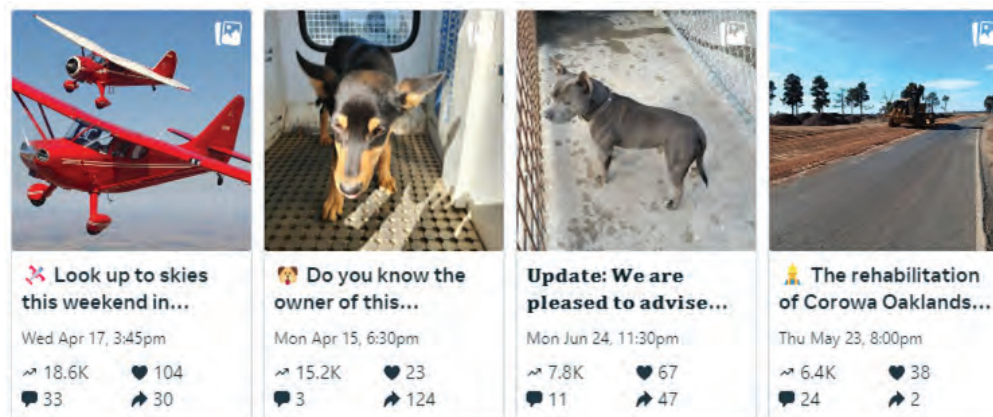
**10,821**  
Total Interactions




(-23.1% vs 2023) = Likes, Reactions, Shares, Comments


## Content


The top performing content by reach below:





**536**  
Total Followers 

**172**  
Total Page Views 

**3,832**  
Total Impressions 

**Corowa Aquatic Centre Digital Channels**

Corowa Aquatic Centre website: [www.corowaaquaticcentre.com.au](http://www.corowaaquaticcentre.com.au)

The new Corowa Aquatic website went live on Tuesday 13 April 2021.

**10,463**  
Users 

(+45.2% vs 7,206, 2023)

**75,184**  
Page Views 


(+42.39% vs 52,803, 2023)

**14,946**  
Sessions/Visits 


(+40.09% vs 10,669, 2023)

**Content**  
The top five pages by page views:


Home - Corowa Aquatic Centre	17,953
Opening Hours	8,272
Fees, charges & memberships	6,301
Casual admission	4,056
Children Learn to Swim	3,935

**54,127**  
Total Reach 


(+9.7% vs 2023)

**26,135**  
Organic Reach 

(+365.5% vs 2023)

**37,551**  
Paid Reach 

(+42.5% vs 2023)

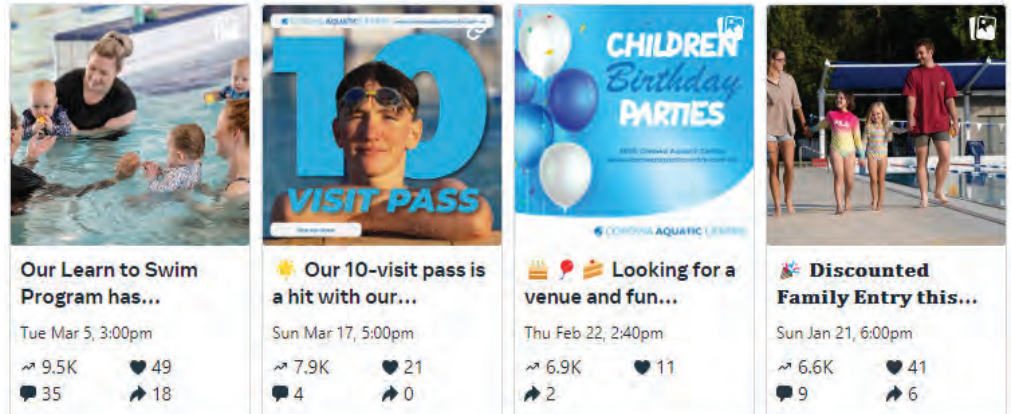
**1,742**  
Followers 

(Women 84.7%, Men 15.3%)

**3,554**  
Total Interactions 

(+17.5% vs 2023) = Likes, Reactions, Shares, Comments

**Content**  
The top performing content by reach below:



Corowa Aquatic Centre Instagram page:  
[www.instagram.com/corowaaquaticcentre](https://www.instagram.com/corowaaquaticcentre)

**1,271**  
Total Reach



**386**  
Organic Reach



**896**  
Paid Reach



**28**  
Followers

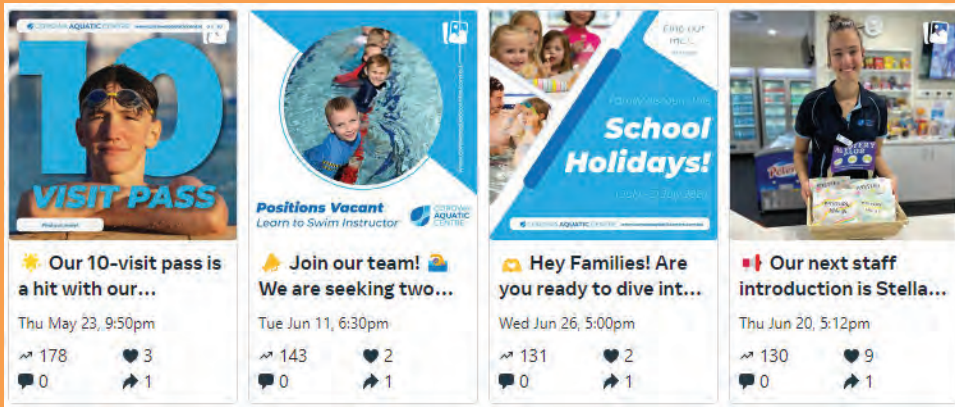


**148**  
Total Interactions



**Content**

The top performing content by reach below:



## Tourism - North of the Murray Digital Channels

North of the Murray Website: [www.northofthemurray.com.au](http://www.northofthemurray.com.au)

**41,798**  
Users



(+151.25% vs 16,636, 2023)

**94,297**  
Page Views



(+149.48% vs 37,797, 2023)

**48,184**  
Sessions/Visits



(+149.43% vs 19,318, 2023)

## Content

The top five pages by page views:

Home Page	14,580
Spring into North of the Murray	11,836
North of the Murray: Discover a place where there is more to life	5,441
More to See this Winter by Road	5,363
Explore Corowa	4,328

North of the Murray Facebook Page: [www.facebook.com/NorthoftheMurray](https://www.facebook.com/NorthoftheMurray)

**1,163,433**  
Total Reach



(+105.8% vs 2023)

**281,184**  
Organic Reach



(+1k vs 2023)

**981,427**  
Paid Reach



(+94.8% vs 2023)

**21,532**  
Followers



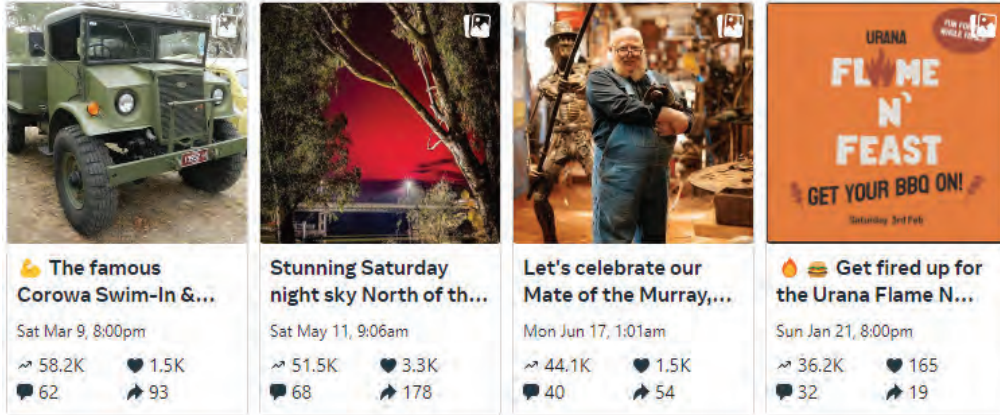
(Women 59.4%, Men 40.6%)



**88,329**  
Total Interactions



(+123% vs 2023) = Likes, Reactions, Shares, Comments

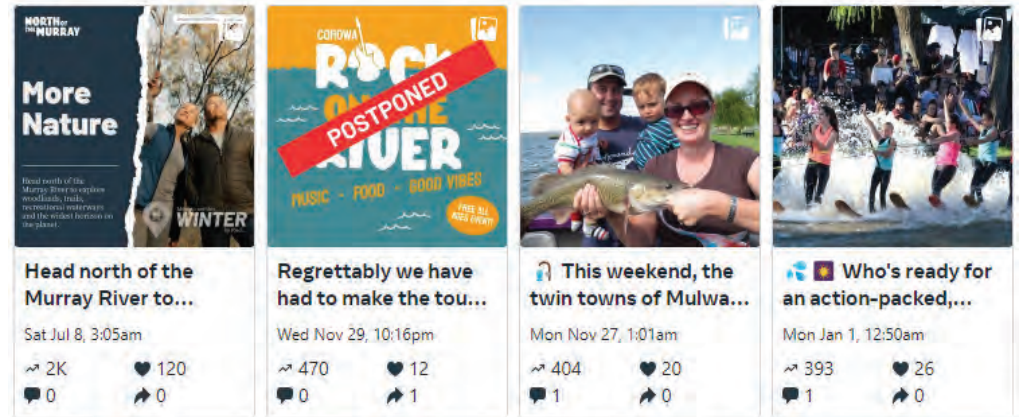


## Content

The top performing content by reach below:

## Content

The top performing content by reach below:



North of the Murray Instagram page:  
[www.instagram.com/northofthemurray](http://www.instagram.com/northofthemurray)

**25,875**  
Total Reach



(-14.7% vs 2023)

**3,245**  
Organic Reach



(+100% vs 2023)

**20,233**  
Paid Reach



(+100% vs 2023)

**5,200**  
Total Interactions



(+100% vs 2023) = Likes, Reactions, Shares, Comments Followers: 1904 (Women 66.3%, Men 33.7%)

## Electronic Newsletters

Federation Council regularly communicates via electronic email newsletter to residents and visitors to targeted audiences that have previously subscribed.

- Corporate: Community Conversations, 369 subscribers.
- Corporate: Business Support, 666 subscribers.
- Corporate: Food Bites, 272 subscribers.
- Tourism North of the Murray Stakeholders, 715 subscribers.
- Tourism North of the Murray Visitor, 522 subscribers.
- Corowa Aquatic Centre, 683 subscribers.

Council in 2024-2025 will be finalising a new Council wide Communication and Engagement strategy, and as part of this, looks forward to receiving the communities views on how they wish to be communicated and engaged with. Council will, where possible, make any adjustments to this service, to continue to ensure we do all we can to engage with our residents and visitors alike.



*Pictured: Ageing Well Festival 2024 - Quirky Event and guests at the Paint n Sip in Oaklands.*





## 2023-2024 Community Highlights

In 2023-2024, as a community we experienced several notable moments. From the opening of the Waterfront Pavilion in Urana and the significant upgrade of the Corowa Saleyards Agriculture Hub to the festive Christmas light show and a special event showcasing our youth, these highlights reflect a year of meaningful progress and achievement.

### Official Opening of the Waterfront Pavilion in Urana *September 2023*



The wider community came together on Friday, 1 September 2023 to celebrate the official opening of the Waterfront Pavilion in Urana.

Official spokespeople on the day - Member for Albury Justin Clancy, Federation Council Mayor Cr Pat Bourke, Urana Waterfront Pavilion Building Committee Chair Bruce Mallon and Yuluma Cullivel Bus Committee Member and former Urana Shire Councillor Alan Urquhart celebrated the community's vision for a community space on the banks of the Urana Aquatic Centre had come to fruition.

*Pictured: Opening Ceremony Waterfront Pavilion in Urana.*

### Citizenship Ceremonies *October 2023 – January 2024*



Council was pleased to conduct the following Citizenship Ceremonies across the year, where we welcomed the following people into Australian Citizenship and our Federation area:

#### **24 October 2023 – Council Chamber, Corowa Civic Centre**

- Carrolyn Goulding.
- Ms Thi Ai Van Ho.
- Miss Jathita Nakronwong.
- Mr Ocep.
- Mr Mark Wilson.

*Photo: Citizenship Ceremony 2023.*

#### **12 December 2023 - Council Chamber, Corowa Civic Centre**

- Miss Wanwasa Salad.

#### **26 January 2024 - Paradise Palladium Theatre Morundah**

- Miss Lucy Rebhan.

## Light Up Federation – Christmas Lights and Decorations Competition December 2023



Residents and businesses lit up Federation with festive lights and decorations with Council awarding:

- Best Decorated House.
- Best Decorated Street.
- Best Decorated Business.
- People's Choice Award.

*Pictured: 2023 Light Up Federation Winners Announced - Federation Council website.*

## Official Opening of the Saleyards March 2024



The \$11.8 million major upgrade of the Corowa Saleyards Agricultural Hub, one of NSW's largest sheep markets, was officially opened by NSW Minister for Agriculture Tara Moriarty on 28 March 2024. The upgrade has been jointly funded by the NSW Government (\$10.1 million) and Federation Council (\$1.5 million). It will provide a safer, more efficient, compliant and more attractive facility for livestock buyers, sellers and the general public.

The upgrade to the 100+ year old site that opened in 1911 included:

- New administrative building incorporating kiosk, amenities, agent and staff offices and training areas.
- Installation of a new roof, to better protect stock, staff and visitors from extreme weather conditions.
- Water catchment system and upgraded lighting system.
- New truck wash to provide improved bio-security protections.
- Land purchase at rear of site for efficient management producers.

The upgrades will service existing providers and potentially draw additional traders and visitors into Corowa and surrounding centres, spending money in local stores and providing downstream benefits for businesses and suppliers.

It also allows the site to operate to regulatory requirements and continue to provide a competitive market setting for producers and processors.



## Regional Youth Leadership Summit *June 2024*

The Federation Youth Councillors were invited to take part in the Regional Youth Leadership Summit hosted by the Hay Youth Taskforce on Wednesday, 26 June 2024 at the Hay Services Club & Fitness Centre.

Federation Youth Councillors joined 70 other young people from across the Riverina Murray including Hay, Albury, Griffith, Lockhart, Bland (West Wyalong) and Balranald.



## 2023-2024 Community Events

In 2023-2024, Federation Council offered a vibrant and diverse array of community events designed to bring people together and foster a strong sense of community pride.

### **Currawa Crossing** *July 2023*

The inaugural Currawa Crossing exhibition displayed contemporary Aboriginal artworks of Owen Lyons, Elijah Ingram and Sonia Undy at the Corowa Art Space. The exhibition celebrated Reconciliation Week and NAIDOC Week.

### **Boree Creek Cultural Day** *July 2023*

Uncle Michael Lyons of Sandhills Artefacts led a cultural day in Boree Creek where participants enjoyed a bush tucker feast, heard stories, learnt about artefacts and were treated to a didgeridoo performance. The event celebrated NAIDOC Week.

### **Howlong & Oaklands Weaving Workshops** *July 2023*

Aunty Debbie Flower of Many Mobs led weaving sessions for all ages to create keychains using traditional weaving techniques and materials such as quandong seeds. The workshops were held to celebrate NAIDOC Week.

*Pictured: NAIDOC Week 2023 - Oaklands Weaving.*





## North of the Murray Event Series *December 2023 - February 2024*

Federation Council hosted a series of community events that shone a spotlight on the North of the Murray Region like never before. The North of the Murray Event Series encompassed five vibrant gatherings across four towns in the region which took place between December 2023 and February 2024.

Federation Council worked in partnership with local community organisations with the objective of the North of the Murray Event Series, a NSW State Government-funded initiative, to reinvigorate local communities and businesses. The exciting series extended a warm embrace to residents and visitors alike stimulating the local economy and reviving tourism.

The free events included the following:

### **Light Up Corowa:**

Light up Corowa kicked off the series on Friday, 1 December 2023 at Bangerang Park, Corowa. This event transformed Corowa into a magical wonderland with lighting installations, markets and delectable food stalls and a Christmas carol concert hosted by the charismatic MC, Steve Bowen. Light Up Corowa created unforgettable memories for families and friends.

*Pictured: Below and top right - Light Up Corowa.*



### **Howlong Twilight Christmas Festival:**

On Saturday, 16 December 2023 Lowe Square hosted the Howlong Twilight Christmas Festival. The vibrant markets included a lineup of handmade artisan craft stalls, children's activities, free amusement rides and a hot rod display. Hosted by Rodney Vincent the evening program featured Christmas carols, a nativity play, performance by Empower Dance Academy, a visit from Santa Claus and so much more.

*Pictured: Below - Howlong Twilight Music Festival.*





### Rock on the River:

Rock on the River was held on Saturday, 20 January 2024 at Rowers Park, Corowa. A mix of upbeat and mellow rock music set the vibe for the festive and fun evening by the riverside. Headlined by award winning artist Benny Walker and featuring food trucks, children's activities and a mix of local acts. This event brought families and friends together to rock the night away.

*Pictured: Below - Live performance at Rock on the River.*



### Mulwala Family Fun Day:

The shores of Lake Mulwala came alive on Saturday, 27 January 2024 at the Muwala Water Ski Club's Family Fun Day. Federation Council made a financial contribution to make this event free and accessible, which featured kids rides, music, delectable food, a water ski show, laser light show and so much more.

### Urana Flame N Feast:

On Saturday, 3 February 2024 the Urana Flame N Feast was held at the Urana Aquatic and Leisure Centre. This culinary extravaganza showcased a variety of meat prepared by local and acclaimed BBQ pitmasters, highlighting the finest Aussie produce. Entertainment, amusement rides, and local beer from regional breweries added to the days festivities. World-renowned pitmaster chef Grant Neal made an appearance to be a guest judge for a friendly competition among BBQ trucks, where the community participated in voting for the best BBQ dish of the day. He also provided a masterclass for all the BBQ enthusiasts.

*Pictured: Image 1 - Pitmaster Grant Neal. Image 2 - Live performance at Urana Flame N Feast.*





*Pictured:  
Our Mulwala Wall Art  
-Mulwala Library History  
Group and Council staff*



### **Our Mulwala Wall Art August 2023**

Federation Council and the Mulwala Library History Group revealed the Mulwala Wall Art. This is a 4.3 m wide x 2.4 m high metal etched display on the side of the Mulwala library displaying cultural and historical photographs of Mulwala, creating a unique way to display history.

### **Miki City Memorabilia Display August - September 2023**

The Miki City Memorabilia Display showcased mementos and artefacts from students and community members who have participated in the Miki City and Federation Council Sister City Exchange Program. Items included gifts presented to Federation Council, artworks, photos, ceramics and examples of the agricultural, hardware and blacksmithing industries which flourish within Miki City.

*Pictured: To the right - Taiga Tanaka, Miki City delegate and Haydn Atkinson, Bangerang Man at the welcome ceremony of the Miki City delegates in 2023.*

### **Miki City August - September 2023**

Federation Council welcomed 14 delegates from Miki City, Japan, Council's Sister City in August, 2023. The delegates spent 5 days visiting sites within the Federation area including a night in Urana and staying with local host families. Highlights of their stay included visiting schools in Corowa, and Oaklands, a trip to Coonong Station with the Urana students, a cultural walk at Collendina Reserve and golf lessons at the Yarrowonga Mulwala Golf Club.





### The Bald Archy Prize August - September 2023

The ever-popular touring exhibition The Bald Archy Prize returned to the Corowa Art Space after its three-year hiatus. 1,106 visitors from 90 different towns came to see Australia's premier satirical art prize which showcased hilarious caricatures of notable Australians from sport, politics, and popular culture.

### Parallel Wilds September 2023

A creative writing and digital technology three-day workshop was held at the Yarrowonga Mulwala Golf Club Resort for the school holiday break. Participants explored virtual reality technologies as a way to tell environmental stories and to identify and document over 40 species of flora and fauna on their bushwalk. The resulting multimedia short story which can be experienced online or with a VR headset, will be showcased at Supernova and Comic-Con in 2024. The workshop was funded by NSW Government through the Office for Regional Youth Holiday Break Program.

### Federation Community Services Expo October 2023

Thousands of people attended the inaugural Federation Community Expo at Bangerang Park, Corowa. Over seventy local organisations, clubs and service providers participated in the event, bringing hands-on and come and try activities to join in, with performances from the Rivereens and Sing Australia making it a fantastic evening.

*Pictured: Community Expo 2023 - The Rivereens.*



### Agrarian Anthology October - November 2023

This was an exhibition at Corowa Art Space featuring works from the Corowa Art Collection which explored a range of works from 18 different artists, spanning from 2000 to 2013.

### Boughlands December 2023 - January 2024

This was a touring exhibition exploring flora, fauna, and landscape of the Fivebough and Tuckerbil Wetlands. Featured by eight artists from the Art Factory Supported Studio in Wagga Wagga, Art Factory is a unique contemporary arts studio that offers a creative, social and safe space which supports professional artists with disability. The exhibition marked the International Day of People with Disability. A wide range of media, surfaces, colour and textures were explored. Looking through the lense of each artist, the works were interpretive and respond to the wetlands' history, visuals and sounds.



*Pictured: Boughlands exhibition by the Art Factory Supported Studio.*

### **Australia Day Awards & Ceremony January 2024**

The Federation community were joined by Australia Day Ambassador Anupam Sharma and Council officials to celebrate Australia Day at the Paradise Palladium Theatre in Morundah. Community members were treated to Dylan Forge's fantastic rendition of our Australian Anthem and the ceremony was followed by a free community lunch catered by the Morundah Bush Entertainment Committee Inc. and musical entertainment from the Moodemere String Quartet.

#### *Citizen of the Year Award and Local Achiever Award*

- Leo Anic.
- Marj Saines.
- Sam O'Donoghue.

#### *Young Citizen of the Year Award and Local Achiever for Corowa*

- Dylan Forge.

#### *Community Group of the Year Award*

- Corowa Country Women's Association.
- Corowa Rescue Squad - VRA NSW.
- Corowa Sing Australia Group.
- Country Women's Association of NSW Oaklands Branch.
- Friends of the River Street Wetlands.
- Howlong Community Progress Association Inc.
- Howlong Playgroup.
- Tunzafun Community Volunteer Group.

*Pictured: Australia Day Awards and Community Celebration - 2024 Community Group of the Year, Howlong Community Progress Association in Morundah.*



### **Animalia January - March 2024**

Animalia was an exhibition at Corowa Art Space featuring creatures big and small, the works displayed were sourced from the Corowa Collection and from the private collections of several artists and collectors in the region. The free exhibition offered a unique glimpse of artistic interpretations by Australian artists who paid homage to the beauty and wonder of the animal world.

### **Exercise & Pamper day March 2024**

Senior residents were invited to the Exercise & Pamper Day at the Urana Waterfront Pavilion (event of the 2024 Federation Ageing Well Festival). Participants pampered themselves, tried a taster session of the MLHD Active Ageing Program, and learnt how exercising often enhances your health and wellbeing as we age.

### **Eat Right Indoor Picnic March 2024**

Senior residents were invited to get live and local at the 2024 Federation Ageing Well Festival and join in the fun at the Eat Right Indoor Picnic at the Howlong Golf Resort. We brought the outside inside and created a special picnic lunch with a special Guest Speaker: Eat right to age well.

### **Be Social Paint & Sip March 2024**

Senior residents were invited to the Be Social Paint & Sip event at the Oaklands RSL Bowling Club (an event of the 2024 Federation Ageing Well Festival). Attendees unleashed their creativity and painted a masterpiece under the guidance of local group Quirky Events. This was followed by a delicious lunch.

### **Rest & Recreation Movie Day March 2024**

Senior residents were invited to unwind in luxury at the 2024 Federation Ageing Well Festival and enjoy the R&R Movie Day at the Yarrowonga Mulwala Golf Club Resort. Featuring a special movie screening followed by a delicious lunch.



### **Stay Sharp Trivia** *March 2024*

Senior residents attended a day of brain-teasing fun, a journey through a variety of mind-boggling categories at the Federation Ageing Well Festival 'Stay Sharp Trivia' at the Corowa Golf Club.

### **Street Art Workshop** *March 2024*

As part of Youth Week programme, Council hosted a Street Art Workshop in Corowa which was facilitated by Upper Murray Quirky Events. The day was a riot of energy and experimental aerosol techniques. Participants walked away with unique street art inspired artwork and finished the day off with a sausage sizzle lunch.

### **Reach Beyond** *March - April 2024*

A community exhibition at the Corowa Art Space during NSW Seniors Festival which celebrated our artists aged 55 and above. The exhibition was very popular with 50 artworks submitted by 33 regional artists.

### **Trick Out Your Tumbler Mulwala & Rand** *April 2024*

The Trick Out Your Tumbler Workshops allowed for unlimited creativity as participants eagerly sifted through over 2,000 stickers to create unique collaged surfaces on drink tumblers, phone cases and helmets with the 'sticker-bomb' technique. Workshops were held to celebrate NSW Youth Week and were funded by the NSW Government through the NSW Youth Week Program.

### **Express!** *April 2024*

Artists aged 24 and under were invited to submit artworks into the Express! Youth Exhibition, resulting in over 30 works on display at the Corowa Art Space. The vibrant collection of work spans the mediums of aerosol and street art, digital art, 3D works, oils and sculpture. Celebrating NSW Youth Week.

### **Oaklands Outdoor Cinema** *April 2024*

Federation Youth Council hosted their first event at the Oaklands Outdoor Cinema during Youth Week. Around 25 young people braved the cold night to watch "Instant Family" on the big screen at the Oaklands Recreation Reserve. The event was held as a part of the 2024 Youth Week Celebrations and supported by the NSW Government through the NSW Youth Week Program.

### **Federation Youth Event Assistant Program** *April 2024*

The Federation Youth Event Assistant Program was a career development opportunity formed in partnership with Murray Arts. Participants of the program gained hands on experience with the peak arts body of our region and were on the ground to assist with event support at LIMELIGHT: Art – Science – Light On Tour Corowa.

### **Currawa Crossing** *May-July 2024*

The Currawa Crossing community exhibition returned for its second year at the Corowa Art Space. The exhibition celebrated Reconciliation Week and NAIDOC Week with works from twelve Indigenous artists from across the Riverina and Murray region.

*Pictured below: Youth Week 2024 - LIMELIGHT - Fed Youth Event Crew*



## 2023-2024 Library Events

In 2023-2024, our libraries offered a vibrant array of events, including water pistol art, a reptile show, Storytime, and gaming day. We welcomed pre-schoolers, hosted community groups focused on history, crochet, and sketching, and presented an armchair travel series. Family board games and author talks rounded out a year full of engaging and diverse activities, highlighting the library's role as a dynamic hub for knowledge and connection.

### Howlong Historical Society Archive Room at Howlong Library

The opening of Howlong Historical Society Archive Room in early August was a great success. The event featured a ribbon cutting ceremony followed by a delightful morning tea, providing a wonderful opportunity for locals to reconnect.



### Teddy Bears' Picnic at Corowa Library

Corowa Library's Storytime series featured a special Teddy Bears' Picnic, where children brought their favourite teddy bears to enjoy storytelling and morning tea on the mat. This charming event quickly became a favourite among the young attendees.

### Fortnightly Preschool Visits at Mulwala Library

Mulwala Library's continued partnership with Mulwala Preschool is thriving. The regular preschool visits are a highlight, and many of the children from last year are now visiting the library with their families after school.

### Community Engagement at Mulwala Library

Mulwala Library is buzzing with activity, hosting various community groups including the History Group, Crochet Group, and a newly-formed sketching group. These events are popular and well-attended by local residents.

### Armchair Travel Program

Our Armchair Travel series has been a resounding success this year, with participants enjoying virtual trips to places like the Taronga Zoo and the Back of Burke, accompanied by a relaxing cup of tea.

### Family Board Game Day

Howlong, Mulwala, and Urana libraries all hosted family-friendly Board Game Days. Youth and adults alike puzzled their way through games and snacked on a delicious lunch at the Urana and Howlong Board Game Days. The array of new board games acquired including Guess Who, Chess, Klask and many more, are now available to play across the Federation Library network. The events were funded by NSW Government through the Office for Regional Youth Holiday Break Program.



## Gaming Day Competition at Corowa Library

The youth came together to battle it out at the Video Game Tournament during the school holidays to officially launch Corowa Libraries' two new gaming computers. Participants tested their skills playing 18 matches of Rocket League to win prizes. The event was funded by NSW Government through the Office for Regional Youth Holiday Break Program.



## Halloween Storytime Extravaganza

Corowa Library hosted a spooky Halloween Storytime, with our friendly witch, Talana, enchanting the audience with scary stories and songs. Attendees came in their Halloween costumes, making the event a delightfully eerie experience for all.



## Jacquie Merchant's Author Talk

Children's author Jacquie Merchant visited Howlong and Corowa to share her journey from a marketing career to becoming a published author. Her talk was insightful and inspiring for aspiring writers.

## Water Pistol Art

January saw the return of Water Pistol Art, where kids had a blast creating colourful artwork outdoors using water pistols. The playful event allowed children to splash and paint, with some even making artistic impressions directly on paper.



## Reptiles on the Go Show

The interactive Reptiles on the Go show captivated audiences across the Federation Council area. Corowa, Urana, and Mulwala all enjoyed the show, with the best turnout at Urana in years. Attendees were thrilled to get up close with reptiles such as snakes and crocodiles.







*Pictured above: Federation Youth Council 2023-2024 – Left to Right: Dayna Carter, Bel Carroll, Ella Webb, Max Sampson & Alyssa Walda*

## 2023-2024 Volunteers of Council

Federation Council values the contribution that volunteers make to the Council and to the broader community. Volunteers play a fundamental role in supporting council in a number of areas. They bring a range of skills, experiences, fresh perspectives and ideas.

Council consulted with nine Advisory Committees in 2023-2024 who formed an important part of the Council's community engagement framework. Advisory Committees use local skills, knowledge and experience to provide advice on the development and implementation of strategic priorities of Council.

Council's Advisory Committees include:

- Federation Ageing Well Committee.
- Federation Youth Council.
- Federation Disability Access and Inclusion Committee.
- John Foord Oval Facility Advisory Committee.
- Federation Miki City Advisory Committee.

- Federation Primary Prevention Team (Drugs & Alcohol).
- Federation & Surround Interagency.
- Corowa Aquatic Centre Consultative Committee.
- Corowa Saleyards Consultative Committee.
- Federation Village Floodplain Risk Management Committee
- Corowa, Howlong & Mulwala Floodplain Risk Management Committee.



*Pictured above: Federation Ageing Well Committee 2023-2024 – L to R, Back - Stan Bromley, Wendy Eyers and Mike Gardiner. Front, Jenny Enever, Yvonne Perrin, Liz Seeliger, Gail Law (Councillor Delegate), and Vivian Spilva. Absent: Jenny Hearn.*



In 2023-2024 Council was supported by the following Section 355 Committees of Council. The committees support Council in managing community facilities and spaces, whilst also providing advice to Council in their relevant areas:

<b>Section 355 Committees</b>	
Boree Creek Community Facilities Committee	Oaklands Recreation Ground Management Committee
Colombo Creek Recreation Reserve Management Committee	Oaklands Town Improvement Committee
Corowa Tourism Advisory Committee	Oaklands War Memorial Baths & Gardens Committee
Daysdale Water Supply Trust	Rand Community Committee comprising: <ul style="list-style-type: none"> <li>• Rand Recreation Ground Management Committee</li> <li>• Rand School of Arts Committee</li> <li>• Rand Town Improvement Committee</li> </ul>
Federation Arts Committee	Urana Progress Association
Lonsdale Reserve Management Committee	Urana Ski & Aquatic Centre Committee
Lowe Square Management Committee	Urana Soldiers Memorial Hall Committee
Morundah Community Committee	Urana Victoria Park Recreation Ground Management Committee
Oaklands Memorial Hall Committee	Urana Swimming Pool Committee

The tourism, library and art spaces were supported by a pool of volunteers in their day-to-day functions in 2023-2024.

In 2023 Council were supported by a team of 30 volunteers for the Bald Archy Prize at the Corowa Art Space. They assisted with 52 shifts and oversaw 1,106 visitors from 90 different locations, with some hailing from as far as Tasmania, Western Australia, Queensland and New Zealand. As a special thank you to the dedicated volunteers who play a vital role in making this exhibition possible, they were treated to an exclusive preview event of the exhibition, giving them a behind-the-scenes look at the artworks before they were unveiled to the general public.

The Corowa Arts Space saw seventy-one artists volunteer their artworks and time to contribute to five Community art exhibitions. The exhibitions celebrated a range of important initiatives such as Reconciliation Week, NAIDOC Week, International Day of People with Disability, NSW Seniors Festival and NSW Youth Week.



*Pictured: 2023 Bald Archy Exhibition Volunteers*



Section

# 04

*Pictured:  
North of the Murray Event  
Series, Howlong Twilight  
Festival 2023.*





## Section 4: Reporting on Progress

### Integrated Planning & Reporting Framework

The Integrated Planning and Reporting (IP&R) framework supports Council to effectively manage and deliver on community goals. By integrating various plans and strategies, Council can align their activities with a unified vision for the future. The elements of this framework are reviewed and adopted by the elected Council and then actioned by Council staff.

The IP&R framework consists of:

**10-year Community Strategic Plan:** The Community Strategic Plan (CSP) is the highest-level document in the framework and is reviewed at the beginning of each new Council term. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by councils with and on behalf of the community.

**Resourcing Strategy:** The Resourcing Strategy details the time, money, assets and people the Council will need over the long-term to achieve the community's goals as identified in the CSP, Delivery Program and the Operational Plan. The Resourcing Strategy consists of three components:

- Long-Term Financial Plan.
- Workforce Management Strategy.
- Asset Management Strategy.

Each of the above components are monitored and reviewed 4 yearly (LTFP yearly) in line with the Delivery Program.

**4-Year Delivery Program:** The Delivery Program aligns with the strategic directions and objectives of the CSP. It is the primary reference point for all activities undertaken by Council during its term of office. It allows Council to determine what is achievable over the next 4 years, what the priorities are, and

how programs will be scheduled. It is reviewed annually to ensure the long-term planning is responsive to change and remains consistent with current and future community needs. The progress of delivering on the Delivery Program is reported to council on a 6 monthly basis.

**1-Year Operational Plan:** The Operational Plan is Council's 1 year action plan for achieving the community priorities outlined in the CSP and Delivery Program. The Operational Plan is prepared each year and identifies the projects, programs and activities that Council will conduct to achieve the Delivery Program goals and CSP objectives.

Federation Council has combined the Delivery Program and Operational Plan into one plan, that sets out:

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

**Community Engagement Strategy:** The Community Engagement Strategy supports the development of all Council's plans, policies, programs and key activities. This includes those relating to IP&R, as well as strategic plans and programs required under other legislation. Community engagement, and the feedback people provide, influences every part of what we do, including our day-to-day activities and overarching goals and strategies. We ask for community input around the plans and strategies that make up our IP&R Framework, as well as individual projects and initiatives. While community engagement does not replace final decision-making of the elected Council, it plays an important role, ensuring the final decisions made by Council are equitable and well-informed.

**Annual Report:** The Annual Report's main focus is to demonstrate how Council is delivering on the community's aspirations for the Federation Council area. This is done by reporting on progress of the Delivery Program and Operational Plan.



The diagram below demonstrates the linkages of the components of the IP&R Framework:



All of our IP&R documents, including the 6 monthly progress reports and annual reports, are available on the Federation Council website:  
[www.federationcouncil.nsw.gov.au](http://www.federationcouncil.nsw.gov.au)

## Delivery Program / Operational Plan

In this section of the Annual Report, Council's performance is outlined in detail focusing on outcomes achieved against each pillar listed in our Delivery Program 2022-2026 taking into account the results of our Operational Plan for the period 1 July 2023 to 30 June 2024.

This information is categorised into the 5 pillars from the CSP:



### 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 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.

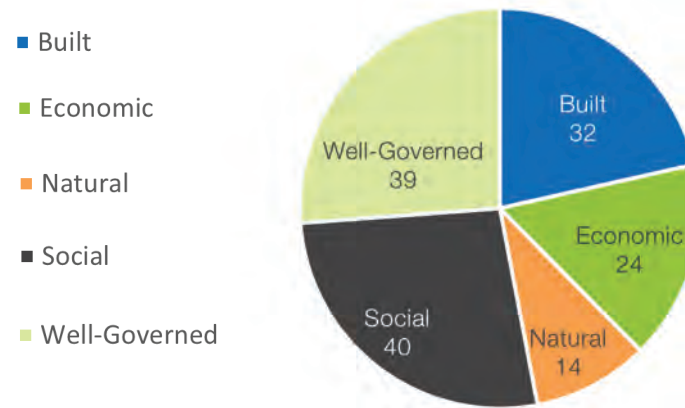
*Pictured: Peg & Shovel Sculpture, Purtle Park Mulwala.*



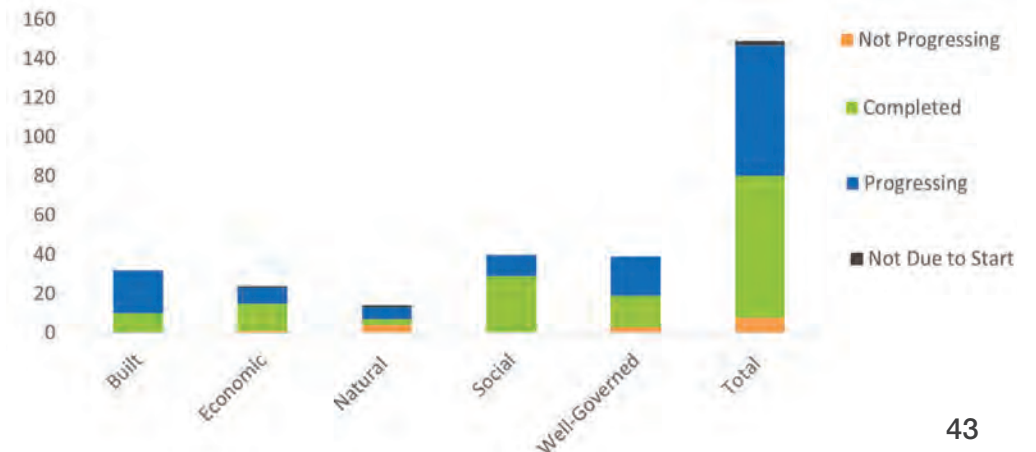
## 2023-2024 Progress Overview

Council committed to progress 149 actions across the 5 pillars (depicted above) in the Operational Plan 2023-2024. The number of actions from the Operational Plan 2022-2023 increased by 30%. We completed 48% of these actions within the year. A number of actions are multi-year actions and will be completed in coming years.

**Total # of Actions / Pillar**



**Status of Actions / Pillar**





	Built	Economic	Natural	Social	Well-Governed	Total
<b>Not Progressing</b>	0	1	4	0	3	8
<b>Completed</b>	10	14	3	29	16	72
<b>Progressing</b>	22	8	6	11	20	67
<b>Not due to Start</b>	0	1	1	0	0	2
<b>Totals</b>	32	24	14	40	39	149

Ongoing actions are depicted as being on track at a progression rate of 50% or greater. Currently 63% of actions are on track and due for scheduled completion.

Some of the actions that have had limited progress include:

### Built Federation

- Finalisation of the Asset Management Plan for local roads, bridges and footpaths.
- Undertaking structural upgrades to the Mulwala Pioneer Museum as funded under the Stronger Country Communities Fund.
- Undertaking Oaklands Recreation Reserve - Stage 2 project works as funded through the Stronger Country Communities Fund.

### Economic Federation

- Seeking public and private sector investment for upgrades to Ball Park Caravan Park.
- Development and implementation of commercial activities on Public Land Policy.

### Natural Federation

- Work on the delivery of Corowa Foreshore Structure Plan incorporating the four separate Precinct Masterplans.
- Development of a tree management strategy to respond to changing climate and development of a tree register for priority recreation reserves.

### Well-Governed Federation

- Review of the Council Policy Framework.

Despite effective planning each year, unforeseen challenges relating to resourcing, approval delays and additional funding requirements arise. To address these delays, several measures have been undertaken, including recruiting new employees for key positions, reviewing strategies to determine what is achievable with current resourcing, and pursuing grant and funding applications to secure additional support.




*Pictured: Heavy Patching Works.*

## How to read the Progress Reports

The following details Council's progress on outcomes achieved against each pillar listed in our Delivery Program 2022-2026 and our Operational Plan for the period 1 July 2023 to 30 June 2024. It is summarised into the five pillars: Built Federation, Economic Federation, Natural Federation, Social Federation and Well-Governed Federation – as described in the Community Strategic Plan.

The following is a guide on how to read this section:


4 Year Delivery Goal: Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry. <sup>1</sup>				
Action Code	Action Name	Operational Measure	Status	Annual Comment
1.1.1 <sup>2</sup>	<sup>3</sup> Develop an overarching Asset Management Plan for Council's Assets.	Asset Management Plan for roads, bridges and footpaths adopted. <sup>4</sup>	<sup>5</sup> 	Council adopted its Strategic Asset Management Plan and the State of our Council Infrastructure Assets documents. <sup>6</sup>

1. Community Strategic Plan Key Objective.
2. Operational Plan action reference number.
3. Operational Plan action to be undertaken by Council.
4. Operational Plan measure to determine if an action is complete.
5. Provides the individual performance of each action – Not Due to Start, Progressing, Not Progressing, Completed.
6. Details the progress and/or outcome of each action at the end of the reporting period.

 Progressing

 Not Progressing

 Completed

 Not Due to Start

*Pictured: Corowa Wetlands.*







*Pictured:  
Open roads - Federation Way.*



## Built Federation

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

Built Federation provides the following services to maintain and improve the infrastructure required by residents and industry.

### Services:

- Asset management systems for all infrastructure.
- Compliance of land developers with Council's engineering standards and engineering conditions of Development Approvals.
- Provision of safe water that comply with licence requirements.
- Provision of domestic sewerage services that comply with licence requirements.
- Rural road network including roads, bridges culverts, drains and signage.
- Urban road network including roads, drains, traffic facilities, carparks and, kerb and gutter.
- Footpath, shared ways, and bicycle paths.
- Council operational and community buildings, facilities, and structures.
- Dams, weirs, levees, flood pumps and flood culverts.
- Quarries, waste management facilities, cemeteries, and aerodromes.
- Water supply systems including bores, pumps, water treatment plants, storage reservoirs rising mains, distribution mains, telemetry systems and valves for the towns of Corowa, Howlong, Mulwala and minor systems for Balldale and Daysdale.
- Sewerage systems, including sewerage mains, access pits, pump stations, sewerage treatment plants, and effluents ponds for Corowa, Howlong, Mulwala, Oaklands and Urana.
- Street and public lighting.
- Waste Collection: Domestic, recyclable, and green waste kerbside collection.
- Advocacy: Provision of community services provided by government agencies including flood plain management, public transport, and telecommunications.

Key Performance Indicator Measure	Measure	Target 23/24	Actual 23/24
Unsealed roads graded	km	1,100	837 <sup>(1)</sup>
Sealed roads renewed	km	15	42 <sup>(2)</sup>
Validated customer requests regarding broken or damaged infrastructure	#	<95	*
Sewer compliance with NSW Environment Protection Authority licence requirements	%	100	95 <sup>(3)</sup>
Life cycle asset sustainability index for 6 major categories	#	0.82	0.94
Water quality meets Australian Drinking Water Guidelines	%	100	100
Availability of sporting/recreation facilities for users	%	100	100
Recyclable/organics in kerbside collection	%	80	66 <sup>(4)</sup>
Waste deposited in landfills	Cubic Measures	2,400	2,429

\* Data unavailable at this time

*(1) Resource (physical/equipment) limitations experienced, however, changes in work practices will minimise the effect of resource constraints for the program moving forward.*

*(2) Additional grant funding has allowed for extra sealing works.*

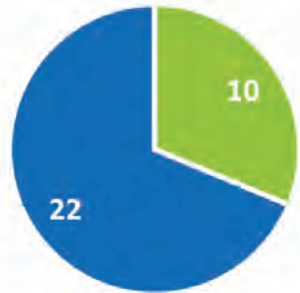
*(3) Variance due to five separate spills of the treated effluent storage dam at Corowa Sewage Treatment Plant (STP), as a consequence of above average rainfall and the inability to transfer to the irrigation farm effectively.*

*(4) Recyclable material being placed directly into the large refuse bins.*



**Outcomes Delivered** 1 July 2023 - 30 June 2024

**Built Federation**



- Completed
- Progressing
- Not Due to Start

- Implemented the Urana Caravan Park improvements as funded under the Stronger Country Communities Fund.
- Undertook a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.
- Advocated for funding for the renewal of the Mulwala Water Treatment Plant and for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry.
- Lobbied NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong and for an accelerated design program for the construction of the new Lake Mulwala Bridge.
- Actively participated in the kerbside collection contract renewal process.
- Finalised the Federation Council Waste Strategy.
- Conducted a community education program in advance of introducing the three-bin system and kerbside waste.

**Progress Report - Built Federation:**

	Not Progressing	Completed	Progressing	Not Due to Start	Total
<b>Programs</b>	0	7	16	0	23
<b>Projects</b>	0	3	6	0	9
<b>Total Programs / Projects</b>	0	10	22	0	32

- Programs: Scheduled for delivery 2022-2026
- Projects: Scheduled for delivery 2023-2024




 **Progressing**

 **Not Progressing**





 **Completed**

 **Not Due to Start**




**4 Year Delivery Goal:** Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.

Action Code	Action Name	Operational Measure	Status	Annual Comment
1.1.2	Finalise Asset Management Plan for local roads, bridges and footpaths.	Asset Management Plan for roads, bridges and footpaths adopted.		Asset Management Coordinator role filled. This will enable a review of the Strategic Asset Management Plan to be undertaken that will cascade into the development of specific asset management plans for roads, footpaths and bridges.
1.1.3	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.	Road hierarchy and asset management strategies adopted.		Road hierarchy adopted in 2022 Transport Asset Management Plan. Requires review of asset registers, treatment and renewal strategies, asset lives and user priorities.
1.1.4	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.	Capital Works program implemented.		The capital works renewal and improvement program for 2023/24 totaled \$16.3 million. At 30 June 2024, 66% of this has been expended or committed.



**4 Year Delivery Goal:** Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.




Action Code	Action Name	Operational Measure	Status	Annual Comment
1.2.1	Implement a Capital Works renewal and improvement program for Aquatic, recreational, and other community facilities.	Capital Works program implemented where additional grant funding available.		The capital works renewal and improvement program for 2023/24 totaled \$2.0 million. At 30 June 2024, 76% of this has been expended.
1.2.2	Develop Masterplan for Memorial Park/ Cross Street Reserve Howlong.	Masterplan developed.		A contractor engaged to prepare the master plan for Memorial Park and Cross Street reserve.
1.2.3	Implement Urana Caravan Park improvements as funded under the Stronger Country Communities Fund.	Funded improvements delivered.		Programmed works to the park completed in October 2023 prior to peak holiday period.
1.2.4	Undertake structural upgrades to the Mulwala Pioneer Museum as funded under the Stronger Country Communities Fund.	Funded improvements delivered.		Assessments have been made of the building and waiting for drawings to progress for quotes.






1.2.5	Undertake improvements to pavement and lighting for the Corowa Civic Bowls Club as funded under the Stronger Country Communities Fund.	Funded improvements delivered.		Lighting upgrades finalised. Pavement stabilisation partially complete.
1.2.6	Undertake Oaklands Recreation Reserve- Stage 2 project works as funded through the Stronger Country Communities Fund.	Funded improvements delivered.		The Oaklands Reserve 355 committee secured funding for this project. Plans submitted for council approval.
1.2.7	Implement accessibility improvements to Howlong Library, Mulwala Library, and Corowa art space as funded under the Stronger Country Communities Fund.	Funded improvements delivered.		Corowa Artspace accessibility improvements complete. Howlong Library in planning phase with structural engineer drafting plans and drawings for required upgrades. Mulwala Library new rear accessibility door ordered and waiting for installation.

**4 Year Delivery Goal:** Maintain and improve water supply services and systems to meet the needs of residents and industry.


Action Code	Action Name	Operational Measure	Status	Annual Comment
1.3.1	Implement a Capital Works renewal and Improvement program for water services.	Capital Works program implemented.		<p>NSW Public works has been engaged to assist in the management and delivery of our water supply capital works programs for 2023-2024 &amp; 2024-2025.</p> <p>Projects includes:</p> <ul style="list-style-type: none"> <li>• Filter refurbishment at Corowa has started and is 50% complete.</li> <li>• Design &amp; construction documentation for Mulwala Water Treatment Plant sedimentation tank repair, filtered water outlet valve renewals, control board renewal and corrosion protection for Mulwala reservoirs.</li> <li>• Design &amp; construction documentation for PLC upgrade at Corowa Water Treatment Plant.</li> </ul>
1.3.2	Develop water systems capacity review (Corowa, Howlong and Mulwala).	Water System capacity review completed.		Howlong sewer servicing strategy being completed by GHD and is 65% complete. Mulwala and Corowa are currently being surveyed and mapped by Public Works NSW. This will lead into modelling and a servicing strategy being completed that will be presented to Council for endorsement.

1.3.3	Implement \$3.8m water infrastructure upgrades for Howlong.	Water infrastructure upgrades completed.		The water main between the Howlong Water Filtration Plant and the trunk water main along Townsend Street is complete, with out of scope works to tie the new infrastructure in with the existing being delivered as a variation to the project.
1.3.4	Advocate for funding for the renewal of the Mulwala Water Treatment Plant.	Funding opportunities Discussed with relevant bodies.		A funding application has been made to the National Water Grid Fund 2024 - Round 2 for the development of a business case, scoping study and detailed design for a new water treatment plant for Mulwala.
1.3.6	Develop Integrated Water Cycle Management Plan including service review.	Integrated Water Cycle Management Plan developed.		NSW Public Works has been engaged to prepare a Water & Sewer Strategic Plan that will incorporate the Integrated Water Cycle Management Plan. These works have commenced and are scheduled for completion by December 2024.








**4 Year Delivery Goal:** Maintain and improve sewerage services and systems to meet the needs of residents and industry.

Action Code	Action Name	Operational Measure	Status	Annual Comment
1.4.1	Implement a Capital Works renewal and improvement program for sewer services.	Capital Works program implemented.		NSW Public Works has been engaged to assist in the management and delivery of sewerage treatment capital works programs for 2023-2024 & 2024-2025. Sewer vent stack mapping and condition assessment has been completed. Sewer survey and mapping is currently underway, building fit out and improvement works have been completed at Oaklands and Urana Sewer Treatment Plants. Future works include sewer main renewals, infiltration testing and relining of problematic sewer mains.
1.4.2	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment plant.	Funding strategy completed.		Funding strategy to be developed when detailed design and costings have been prepared and the strategic planning work has been completed by NSW Public Works.
1.4.3	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).	Sewerage systems capacity reviewed.		GHD have progressed the Howlong modelling provided the calibration and system performance report. This will feed into the master plan under development. The townships of Mulwala and Corowa sewer networks are currently being surveyed and mapped, with works being completed by NSW Public Works. Mulwala is currently at 75% and Corowa at 25%. Once completed this will help plan further investigation works such as modelling and infiltration testing.






1.4.4	Deliver 2023-2024 Balldale Water Project.	Balldale Water project delivered.		NSW Public works engaged to develop project plans to complete new bore fit out, including electrical, mechanical and telemetry, as well as tie in of new rising main to the reservoir and bore pump station.
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**4 Year Delivery Goal:** Maintain and improve stormwater and flood protection systems to meet the needs of residents and industry.

Action Code	Action Name	Operational Measure	Status	Annual Comment
1.5.1	Implement a Capital Works renewal and improvement program for stormwater services.	Capital Works program implemented.		2023-2024 funds were allocated to switchboard renewals, electrical upgrades and pump replacements at Pinot Cres, Savage St, and Sofia Crt with 90% spent at 30 June 2024. An Asset Management Plan will be developed now we have an Asset Management Coordinator at Council.
1.5.2	Develop a Stormwater Drainage Strategy for urban areas.	Stormwater Drainage Strategy developed.		Council was successful in receiving grant funding to complete a Stormwater Drainage Strategy for all townships within Federation Council. Works are scheduled to be completed in 2025.
1.5.4	Finalise Howlong, Corowa and Mulwala Flood Study.	Flood study finalised.		Draft final report received late June 2024 and will be presented to Council early in 2024-2025.
1.5.5	Identify improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand.	Improvements identified.		Draft Final Plan reported to Council at June 2024 meeting. Plan will be reported back to Council for adoption at the August 2024 Council meeting.
1.5.6	Undertake investigations (including a levee structural integrity assessment), concept design and detailed design for flood modification measures for Morundah.	Investigation undertaken; designs prepared.		Concept design were presented to the Morundah community in June 2024 and feedback was gathered from them to inform the detailed design. Plans are scheduled for completion by December 2024.
1.5.7	Undertake a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.	Feasibility study undertaken.		Project completed and report presented to Council April 2024.
1.5.8	Undertake investigations to confirm potential impacts of extending and upgrading the Urana levee and its alignment, and progress to concept and design and detailed design.	Investigation undertaken; designs prepared.		Concept design were presented to the Urana community in June 2024 and feedback was gathered from them to inform the detailed design. Plans are scheduled for completion by December 2024.

**4 Year Delivery Goal:** Advocate for public transport, telecommunications and energy utilities that meet the needs of residents and industry.

Action Code	Action Name	Operational Measure	Status	Annual Comment
1.6.1	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry.	Advocacy undertaken.		Council's main focus in the reporting period has been on the poor mobile phone coverage across most parts of the Council area, and the poor mobile and internet coverage across South Corowa. Council has met with Telstra representatives on this, but there remains no real plan on improvements to the South Corowa issue. Telstra advises with the final closure of 3G, the 4G coverage is likely to improve. RAMJO is also working on this priority.
1.6.2	Lobby NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong.	Advocacy undertaken.		Council has not had any recent engagement with the NSW State Government on this matter, and it will be re-commenced in 2024-2025.
1.6.3	Lobby NSW Government for an accelerated design program for the construction of the new Lake Mulwala Bridge.	Advocacy undertaken.		This advocacy will need to continue in 2024-2025 as neither the NSW or Victorian State Governments have shown interest in progressing the planning for the required new bridge. Council is aiming to develop an MOU with Moira to formalise the joint advocacy required for this project.

**4 Year Delivery Goal:** Improve waste management services.

Action Code	Action Name	Operational Measure	Status	Annual Comment
1.7.1	Actively participate in kerbside collection contract renewal process.	Actions to support Kerbside collection contract renewal process undertaken.		Kerbside Collection Contract was awarded to Cleanaway at the August 2023 Ordinary Council meeting. The new contract is scheduled to commence from July 1, 2024.
1.7.2	Finalise Federation Council Waste Strategy.	Waste Strategy adopted.		Draft Waste Strategy was exhibited for public consultation in June 2024. Final strategy was adopted by Council at the July 2024 Ordinary Meeting of Council.
1.7.3	Conduct community education program in advance of introduction of three bin system.	Community education program implemented.		Community Education Plan actioned with lead delivery by Halve Waste.





*Pictured:  
Corowa Saleyards  
Agricultural Hub.*



## Economic Federation

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

Economic Federation reflects our commitment to support the local economy and attract new businesses and grow employment for the Federation Council region. Although not a mandatory service for councils, maintaining and enhancing economic development services is important for rural councils compared to larger regional councils.

Community feedback emphasises the importance of a greater focus on supporting a collaborative regional approach to economic development and supporting business development as well as enhancing our retail sector.

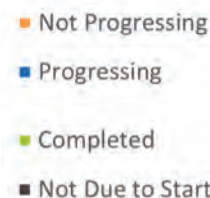
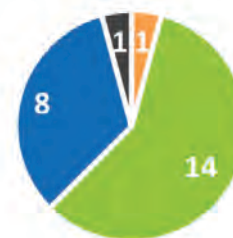
Key Performance Indicator Measure	Measure	Target 23/24	Actual 23/24
Actions from Economic Development Strategy progressed	%	20	20
Increase in visitation numbers to the Federation region	%	10	*
Corowa Saleyards throughput	head	556,000	626,184
Ball Park Caravan Park visitation – increase on prior year	%	10	34 <sup>(1)</sup>
Urana Caravan Park visitation - increase on prior year	%	10	16

\* Data unavailable at this time

(1) Increased visitation due to flood recovery

### Outcomes Delivered 1 July 2023 - 30 June 2024

#### Economic Federation



- Supported the GROWing regions of welcome project.
  - Participated in RAMJO's local skills shortage working group.
  - Cultivated opportunities for increased public and private sector investment across the council area.
  - Progressed the sale of industrial land in the Howlong Industrial Estate.
  - Ensured the Local Environmental Plan and Growth Strategy considered development of industrial land projects.
  - Supported the delivery of the Regional Economic Development Strategy (REDS) implementation.
  - Maintained membership with Murray Regional Tourism and Destination Riverina Murray and actively participated in regional initiatives.
  - Completed Stage 1 of the Masterplan for the Corowa Saleyards Agricultural Hub.
  - Increased investment in local road maintenance and renewal as funded with the temporary Special Rate Variation funds.
  - Develops and marketed the electronic newsletter as a means of communicating with tourism stakeholders.
  - Implemented the North of the Murray 5-year Destination Marketing Strategy 2020-2024.
- Proactively sought external funding opportunities to support the development of key tourism product.
  - Supported initiatives to encourage residents to shop locally.
  - Facilitated local business support services in line with Economic Development Strategy.



## Progress Report - Economic Federation:



Progressing



Not Progressing



Completed



Not Due to Start

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	0	11	5	1	17
Projects	1	3	3	0	7
<b>Total Programs / Projects</b>	<b>1</b>	<b>14</b>	<b>8</b>	<b>1</b>	<b>24</b>

- Programs: Scheduled for delivery 2022-2026
- Projects: Scheduled for delivery 2023-2024


**4 Year Delivery Goal:** Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.

Action Code	Action Name	Operational Measure	Status	Annual Comment
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.	Growth Strategy adopted.		Project progressing and grants received in 2024 for Stormwater Strategy and Water and Sewer Servicing Strategies will influence the final Growth Management Strategy.
2.1.2	Support the GROWing regions of welcome project.	Facilitate regional projects associated with GROW.		Council attended meetings and workshops and provided support within resources. A new Councillor delegate will be sought following the September 2024 elections.




**4 Year Delivery Goal:** Support workforce development

Action Code	Action Name	Operational Measure	Status	Annual Comment
2.2.1	Participate in RAMJO's local skills shortage working group.	Number of Working Group meetings attended.		Participation has been in line with meeting schedule.
2.2.3	Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.	Program delivered.		A lack of applications for the March 2024 program resulted in a rescheduling of the Leadership Program. Currently planned for September 2024.




**4 Year Delivery Goal:** Encourage affordability.

Action Code	Action Name	Operational Measure	Status	Annual Comment
2.3.1	Ensure strategy and long-term planning considers the development of new affordable residential land.	Available residential land identified in LEP.		Update presented to Council in March 2024. Since that time State and Federal Government enacted additional controls regarding housing.

**4 Year Delivery Goal:** Support inward investment.



Action Code	Action Name	Operational Measure	Status	Annual Comment
2.4.2	Support and encourage opportunities for increased public and private sector investment across the council area.	Public and/or private sector investment encouraged.		Council worked with private and public investors across the year to encourage investment. Further development of industrial zoned land across the next few years, on completion of the service plans for utilities and a new Local Environmental Plan, will create stronger opportunities.
2.4.3	Seek public and private sector investment for upgrades to Ball Park Caravan Park.	Path agreed for Public and/or private sector investment.		Council committed to appoint an industry expert to progress options for private sector investment into Ball Park Caravan Park. This work will be progressed in 2024-2025.
2.4.4	Investigate opportunities to expand Urana Caravan Park.	A report on opportunities to expand is presented to Council.		Funds allocated by Council in 2023-2024 to undertake a Master Plan for Urana Caravan Park. Works to commence 2024-2025.

**4 Year Delivery Goal:** Support entrepreneurship and industrial diversification.





Action Code	Action Name	Operational Measure	Status	Annual Comment
2.5.1	Progress sale of industrial land in the Howlong Industrial Estate.	Industrial land parcels exchanged.		Continue to progress - 50% of land sold. Working with agent in Howlong to progress final sales.
2.5.2	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects.	Industrial land identified in LEP.		The Growth Strategy is progressing and the supporting plans and strategies that are required to be in place prior to any new Local Environmental Plan, will be further progressed across 2024-2025. Additional planning controls have been introduced at the state level regarding economic development which covers the state.
2.5.3	Develop and Implement Commercial activities on Public Land Policy.	Policy adopted by Council.		Delayed to 2024-2025 due to impact of flooding.




**4 Year Delivery Goal:** Support a collaborative regional approach to economic development.

Action Code	Action Name	Operational Measure	Status	Annual Comment
2.6.2	Support the delivery of the Regional Economic Development Strategy (REDS) implementation.	REDS activities carried out.		
2.6.3	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Active membership and participation.		Council resolved to maintain membership with MRT at its November 2023 meeting of Council for a three-year period. Council staff will continue to work with MRT on a range of collaborative tourism initiatives across as they arise under the ongoing MOU.

**4 Year Delivery Goal:** Support the agricultural industry.


Action Code	Action Name	Operational Measure	Status	Annual Comment
2.7.1	Complete delivery of Stage 1 of the masterplan for the Corowa Saleyards Agricultural Hub.	Stage 1 of Corowa Saleyards Masterplan completed.		Works complete on ground. Project completion report underway.
2.7.2	Review the Masterplan for the Corowa Saleyards.	Corowa Saleyards Masterplan updated.		
2.7.3	Increase investment in local road maintenance and renewal.	Increased investment in local roads.		Additional investment in local road maintenance and renewal was committed to in the Special Rate Variation process. The SRV-funded local roads program for 2023-2024 totaled \$809,000. At the close of the financial year, 100% of this has been expended.
2.7.4	Implement Corowa Saleyards Agricultural Precinct new brand, website and marketing program.	Corowa Saleyards Agricultural Precinct brand launched.		Brand developed and complete. New website and marketing program yet to be completed.

**4 Year Delivery Goal:** Increase tourism.




Action Code	Action Name	Operational Measure	Status	Annual Comment
2.8.1	Continue to develop and market the electronic newsletter as a means of communicating with tourism stakeholders.	Electronic newsletter distributed.		Actioned as per the strategic implementation plan.

2.8.2	Continue implementation of the North of the Murray 5-year Destination Marketing Strategy 2020-2024.	Actions implemented.		Council has implemented actions as per strategic implementation plan.
2.8.3	Actively seek opportunities for external funding to support the development of key tourism product.	External funding opportunities identified.		Actioned as per the strategic implementation plan. Funding achieved through Community Events Program to host the North of the Murray Event Series from December 2023 to February 2024.

**4 Year Delivery Goal:** Enhance retail.

Action Code	Action Name	Operational Measure	Status	Annual Comment
2.9.2	Support Initiatives to encourage residents to shop locally.	Initiatives supported.		Council is working with the local Regional Business Chamber to encourage shop local and periodically where budget permits, have partnered to develop campaigns including television advertising.

**4 Year Delivery Goal:** Support business development.

Action Code	Action Name	Operational Measure	Status	Annual Comment
2.10.1	Conduct service review of Corowa Aerodrome services.	Service review completed.		Service review of the Corowa Aerodrome is underway. Report will be completed in the second half of 2024.
2.10.2	Progress funding strategy for Masterplan for Corowa Aerodrome.	Funding strategy developed for Corowa Aerodrome Masterplan.		A funding strategy for the Masterplan of the Corowa Aerodrome will be prepared following the completion of the service review.
2.10.3	Facilitate local business support services in line with Economic Development Strategy.	Support Services facilitated.		Business support has been provided on request. A review will be undertaken of the Economic Development Strategy to adopt an updated strategy to reflect resourcing changes (reductions) to then re-determine what is achievable within current resourcing.





*Pictured:  
Sheep paddocks in Urana.*

## Natural Federation

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

Natural Federation provides services designed to sustain landscapes, waterways, and open spaces that support diverse lifestyles, safeguard the natural environment, and adapt to climate change.

### Mandatory Services:

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

### Discretionary Services:

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

Key Performance Indicator Measure	Measure	Target 23/24	Actual 23/24
Development Applications assessed within regulatory time frames	%	80	79
Value of Construction Certificates and Complying Development Certificates Issued	\$	16M	10.65M <sup>(1)</sup>
Inspections of registered food premises conducted	#	79	99
Number of skin penetration inspections	#	6	25
Number of lost animals reunited with owners	#	50	26
Number of animal management patrols	#	150	624 <sup>(2)</sup>
Biosecurity Area treated	km	700 <sup>(3)</sup>	2500 <sup>(3)</sup>
Number of Notices, orders and fines issued	#	20	168
Average usage of ovals	#	104	110
Number of requests for tree removals	#	20	22

*(1) Construction activity throughout the state has stagnated (ref: Australian Construction June Quarter & ABS Building & Engineering March 2024 Statistics).*

*(2) Employment of a dedicated Ranger has enabled more patrols to be conducted on a regular basis.*

*(3) 2023/24 Target increased to 3000 km as per the Department of Primary Industries approved Weed Action Plan. Limited resource (physical/equipment) impacted meeting the updated target.*



### Outcomes Delivered 1 July 2023 - 30 June 2024

#### Natural Federation



- Not Progressing
- Progressing
- Completed
- Not Due to Start

- Progressed the upgrade to Corowa Foreshore (Ball Park Reserve) as funded from the Crown Reserves Infrastructure Fund (CRIF).
- Maintained Council's nine cemeteries according to presentation schedules.
- Partnered with Corowa Landcare Partnership to work together on local environmental protection, natural resource management and sustainable agriculture initiatives.

### Progress Report - Natural Federation:

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	2	2	2	0	6
Projects	2	1	4	1	8
<b>Total Programs / Projects</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>14</b>

- Programs: Scheduled for delivery 2022-2026
- Projects: Scheduled for delivery 2023-2024



Progressing



Not Progressing







Completed




Not Due to Start

**4 Year Delivery Goal:** Provide quality recreational spaces.


Action Code	Action Name	Operational Measure	Status	Annual Comment
3.1.2	Seek funding for implementation of Masterplans for key recreation reserves: Lowe Square Howlong, Lonsdale Reserve Mulwala, John Foord Reserve Corowa and Urana Aquatic Centre.	Funding secured for implementation of Masterplans.		Lowe Square and Lonsdale Reserve master plans have been updated. John Foord Oval master plan needs updating (an overall plan including John Foord in the Corowa foreshore and surrounds precinct had been adopted). Urana Aquatic Centre needs the masterplan adopted along with the Urana Caravan Park. Funding is required to progress these master plans.
3.1.3	Finalise Urana Aquatic Centre and JM Smith Nature Reserve Masterplan.	Masterplan adopted.		Funding is needed to progress this project.

3.1.4	Review John Foord Corowa Reserve Masterplan, incorporating impact of flood event.	Masterplan reviewed.		Consultation with stakeholders is ongoing with respect to the Masterplan and the impacts of flooding.
3.1.5	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans.	Progress documented.		Some of the actions have been delivered through the Crown Reserves Infrastructure Funding program. Further actions will be delivered as funding becomes available.



**4 Year Delivery Goal:** Ensure attractive and vibrant public spaces.

Action Code	Action Name	Operational Measure	Status	Annual Comment
3.2.1	Develop a tree management strategy to respond to changing climate, including development of a tree register for priority recreation reserves.	Tree management strategy developed.		The budget has been requested to be carried over to the 2024-2025 year to enable the project to be completed.

**4 Year Delivery Goal:** Conserve and utilise waterways, and develop their frontages.


Action Code	Action Name	Operational Measure	Status	Annual Comment
3.3.1	Progress upgrade to Corowa Foreshore (Ball Park Reserve) as funded under the Crown Reserves Infrastructure Fund (CRIF).	Corowa foreshore upgrades commenced.		Project completed early July 2024.

**4 Year Delivery Goal:** Conserve and utilise public lands.






Action Code	Action Name	Operational Measure	Status	Annual Comment
3.4.1	Continue to maintain Council's nine cemeteries.	Cemeteries maintained.		All council's nine cemeteries are maintained according to presentation schedules.
3.4.2	Finalise generic Crown Land plan of management across Council managed Crown Reserves.	Crown Land Plan of Management adopted.		A draft Crown Land plan of management has been submitted to the NSW Government for feedback.



**4 Year Delivery Goal:** Support responsible land management practices.

Action Code	Action Name	Operational Measure	Status	Annual Comment
3.5.1	Partner with Corowa Landcare Partnership to work together on local environmental protection, natural resource management and sustainable agriculture initiatives.	Agreed activities under MOU carried out.		Council continues to work closely with the Corowa and District Landcare. A national tree day scheduled for Cross street reserve Howlong on the Sunday, 28 July 2024.

**4 Year Delivery Goal:** Implement consistent and appropriate land use planning strategies

Action Code	Action Name	Operational Measure	Status	Annual Comment
3.6.1	Finalise Federation Council Local Environmental Plan.	Local Environmental Plan finalised.		Unable to be commenced until Growth Management Strategy is complete.
3.6.2	Prepare Council wide Development Control Plan.	Development Control Plan approved by Council.		Additional resourcing and completion of the Growth Management Strategy as well as Local Environmental Plan will be required prior to work commencing on the Council wide Development Control Plan.
3.6.3	Review and update Developer Contribution Plans.	Developer Contribution Plans updated in accordance with EP&A Regulations.		Unable to progress with current resourcing and competing priorities. Progress in 2024-2025 considering Council has now allocated additional resources in the Planning and Development team.
3.6.4	Update Local Strategic Planning Statement.	Local Strategic Planning Statement updated.		In accordance with the Environmental Planning and Assessment Act 1979, review of the Local Strategic Planning Statement scheduled for 2026-2027.
3.6.5	Update Community Participation Plan in accordance with EP&A Act 1979.	Community Participation Plan updated.		Being reviewed in conjunction with the new Community Engagement Strategy underway and will be completed in the first half of 2024-2025.



*Pictured: Federation Canola fields.*







*Pictured:  
North of the Murray - Event  
Series: Light Up Corowa  
2023.*





## Social Federation

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

Social Federation supports a safe, connected, and thriving community through a variety of mandatory and discretionary services.

### Mandatory Services:

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

### Discretionary Services:

- Federation Youth Council and other youth programs.
- Ageing Well Committee.
- Arts and Culture Committee.
- Traditional owner engagement.
- Mobile preschool service in northern area.
- Community grants program.
- Event management.
- Swimming pools.
- Social housing initiatives.
- Heritage.
- Road safety.
- Advocacy for residential aged care services, health services, schools and childcare and family support services.

### Additionally, the following Library Services are provided:

- Libraries in Corowa, Howlong and Mulwala.

- Mobile library service in Boree Creek, Daysdale, Oaklands, Rand and Urana.

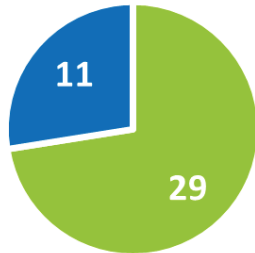
Key Performance Indicator Measure	Measure	Target 23/24	Actual 23/24
Youth Council Meetings facilitated or attended	#	6	11
Disability Inclusion Action Committee Meetings facilitated	#	10	6 <sup>(1)</sup>
Disability Inclusion Action Plan implementation	% of actions	40	70
Visits to library per capita	#	2.6	2.12 <sup>(2)</sup>
Visits to swimming pools / Corowa Aquatic Centre per capita	#	2.8	2.97

*(1) As per the terms of reference, meetings are held bi-monthly.*

*(2) Visits per individual library – Corowa: 2.65, Mulwala Library: 2.58 & Howlong: 1.15. Corowa and Mulwala are on target however, Howlong has been impacted by staff shortages and lack of areas to run library programs which have caused program cancellations.*



## Social Federation



- Not Progressing
- Completed
- Progressing
- Not Due to Start

- Supported the work of the Ageing Well Committee and celebrated the contributions of senior residents through Seniors Week initiative.
- Continued work with the local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.
- Hosted interagency meetings with service providers delivering outreach services in the Federation Council area.
- Sponsored Federation Annual Schools Program to provide financial support to local young people for learning and activities whilst at school and advocated for the preservation of schools in rural communities.
- Supported the work of the Primary Prevention Team and the work of the Youth Council.
- Maintained over 148 sporting grounds, parks and recreation areas across the Council area.
- Maintained and operated swimming pools in Corowa, Howlong, Oaklands and Urana.
- Maintained skateparks in Howlong and Corowa.
- Submitted grant funding applications for community-led sport and recreational projects where consistent with Masterplans.
- Supported the awareness and access to the Family and Children's Services Directory.
- Conducted two rounds of the Community Grants program.
- Promoted and encouraged the use of the free online community directory.
- Delivered the school holiday programs across the Federation Council area and the mobile preschool service across the northern area of the LGA.
- Managed and responded to public health, animal management, environmental, parking and other regulatory compliance matters.
- Implemented the Road Safety Program and the Companion Animal Management Plan.
- Progressed Council's friendship agreement with Miki City.
- Maintained membership of the regional arts body.
- Continued the mandatory Pensioner Concession Scheme. Encouraged Library membership by promoting the range of services available.
- Provided library services in Corowa, Howlong and Mulwala.
- Provided mobile library services in Boree Creek, Oaklands, Rand and Urana.

## Progress Report - Social Federation:

	Not Progressing	Completed	Progressing	Not Due to Start	Total
<b>Programs</b>	0	29	10	0	39
<b>Projects</b>	0	3	1	0	1
<b>Total Programs / Projects</b>	0	29	11	0	40

- Programs: Scheduled for delivery 2022-2026
- Projects: Scheduled for delivery 2023-2024



Progressing



Not Progressing



Completed




Not Due to Start

**4 Year Delivery Goal:** Encourage an age-friendly environment.





Action Code	Action Name	Operational Measure	Status	Annual Comment
4.1.1	Update and Implement the Pedestrian Access and Mobility Plan (PAMP).	Plan updated.		Grant application to TfNSW to update PAMP was unsuccessful. A review of future funding options required. Until our PAMP is updated and completed we will be unlikely to attract funding to build more shared paths.
4.1.2	Support the work of the Ageing Well Committee.	Meetings conducted with Ageing Well Committee.		Monthly meetings held with the Federation Ageing Well Committee.
4.1.3	Renew and Implement the actions within the Ageing Well Strategy.	Scheduled actions implemented.		Draft 2025-2029 Federation Ageing Well Strategy underdevelopment.
4.1.4	Celebrate the contributions of senior residents through the delivery of a Seniors Week initiative.	Event held.		Federation Council hosted five events as part of the 2024 Ageing Well Festival in March 2024. The concept for each event was decided by the Federation Ageing Well Committee and provided educational information about ageing well. Events included the Pamper and Exercise Day at the Urana Waterfront Pavilion, Eat Well Indoor Picnic at the Howlong Golf Club, Be Social Paint N Sip at the Oaklands RSL and Bowling Club, R & R Movie Day at the Yarrowonga Mulwala Golf Club, and the Staying Sharp Trivia at the Corowa Golf Club.
4.1.5	Finalise purchase of Billabidgee Units Urana land.	Payment made and title transferred.		Lodgment to Land Registry Services complete, awaiting confirmation of final steps.
4.1.6	Continue to work with local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.	PHN liaison.		




**4 Year Delivery Goal:** Improve Healthcare.

Action Code	Action Name	Operational Measure	Status	Annual Comment
4.2.1	Host interagency meetings with service providers delivering outreach services in the Federation Council area.	Four meetings held.		Regular meetings scheduled in.



**4 Year Delivery Goal:** Support young people.

Action Code	Action Name	Operational Measure	Status	Annual Comment
4.3.1	Support the work of the Youth Council.	Six meetings held.		Council continued to meet monthly with the Federation Youth Council and provide a platform for young people to have a voice, provide feedback, advice and views on issues that are important to them and other young people in the community.
4.3.2	Continue to support the development, maintenance, and roll out of a directory with youth focused and mental health services listed.	Directory updated and circulated.		Review of the current Child and Family Directory and the Federation Youth Information is currently underway. A new directory will be developed as part of the Child, Youth and Family Strategy Project.
4.3.3	Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.	Youth Strategy developed.		This strategy is under development and will be finalised in 2024-2025.
4.3.4	Continue to provide sponsorship for Federation Annual Schools Program to provide financial support to local young people towards the cost of learning and activities whilst at school.	Sponsorship provided.		Applications received November/December and schools have received payment. Provided sponsorship to students of local schools.





**4 Year Delivery Goal:** Support access to quality education.

Action Code	Action Name	Operational Measure	Status	Annual Comment
4.4.1	Advocate for the preservation of schools in rural communities.	Advocacy undertaken.		Council has not had to advocate due to any proposed closures of schools in rural communities in this reporting period.

**4 Year Delivery Goal:** Work to prevent and reduce the harmful effects of alcohol and other drugs.





Action Code	Action Name	Operational Measure	Status	Annual Comment
4.5.1	Support the work of the Primary Prevention Team.	Funded activities implemented.		Monthly meetings were held with the Federation Primary Prevention Team.
4.5.2	Continue to seek funding through LDAT and CDAT programs to deliver actions from the Federation Primary Prevention Action Plan.	Auspice provided.		Programs delivered or currently underway include the Standard drink Magnet Jigsaw puzzle distributed at the Corowa Community Expo, My Big Life Journal Project with local schools and strategic planning for an Intergenerational Program for the Federation Council.

**4 Year Delivery Goal:** Provide sport and recreational opportunities.




Action Code	Action Name	Operational Measure	Status	Annual Comment
4.6.1	Continue to maintain over 148 sporting grounds, parks and recreation areas across the Council area.	Existing sporting grounds, parks and recreation areas maintained.		Maintenance of ovals, parks and open spaces continue to align with presentation schedules.
4.6.2	Continue to maintain and operate swimming pools in Corowa, Howlong, Oaklands and Urana.	Four aquatic centres operated.		All pools maintained and in operation for 2023-2024 period.
4.6.3	Continue to maintain skateparks in Howlong and Corowa.	Two skateparks maintained.		Council continues to maintain these skateparks are inspected and maintained weekly.
4.6.4	Seek grant funding for community-led sport and recreational projects where consistent with Masterplans.	Funding applications submitted.		In the 2023-2024 year there were more limited funding programs available from State and Commonwealth Government. Where opportunities arose, funding applications were submitted. The Local Roads and Community Infrastructure program resulted in funding of \$780,000 granted to playground equipment at the Morundah park, replacement of an accessible BBQ, shade structure and toilet at MacKnight Park Urana, painting of Oaklands Hall & Morundah Recreation Ground Hall and upgrade of electricity at Lowe Square Howlong.




**4 Year Delivery Goal:** Support childcare and family services.

Action Code	Action Name	Operational Measure	Status	Annual Comment
4.7.1	Support awareness and access to the Family and Children's Services Directory.	Directory awareness activities conducted.		
4.7.2	Deliver the mobile preschool service across the northern area of the LGA.	Service provided.		Service continues to be delivered in four locations with transport being offered. Majority of our enrolments are receiving 15hrs of preschool per week, in line with the NSW Department of Education's recommendation. An existing employee completed their certificate III in Early childhood education and care.
4.7.3	Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.	Contributions provided.		
4.7.4	Ensure long term plans enable child care services to support Mulwala and other communities.	Plans recognise local child care needs.		Existing land-use planning allows for Childcare centres to be developed in a number of zones. One new centre is currently being developed in the Council area by a private developer and is due to open in 2025. No further council action required.

**4 Year Delivery Goal:** Encourage community pride and spirit.






Action Code	Action Name	Operational Measure	Status	Annual Comment
4.8.1	Conduct Community Grants program.	Two rounds conducted.		Two rounds of the 2023-2024 Federation Community Grants Program were facilitated with total allocation of \$60,000.
4.8.3	Continue to promote and encourage use of the free online community directory.	Online community directory promoted.		
4.8.4	Develop and implement a management framework to support the valued work of volunteers.	Framework developed.		Actions in this area have progressed through to a point of shortlisting candidates for a coordinator position. Management framework will be further developed and implemented upon appointment.

**4 Year Delivery Goal:** Ensure community safety.



Action Code	Action Name	Operational Measure	Status	Annual Comment
4.9.1	Implement the Road Safety Program.	Program implemented.		Program completed for 2023-2024. One activity unable to be held due to traffic classifier measurement resource currently not filled.

4.9.3	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.	Matters responded to.		All public health, animal management, environmental, parking and regulatory compliance matters are complete as per operational plans.
4.9.4	Implement the Companion Animal Management Plan.	Plan implemented.		The companion Animal Management Plan has been implemented and is in operation.


**4 Year Delivery Goal:** Celebrate the area's rich culture and heritage.

Action Code	Action Name	Operational Measure	Status	Annual Comment
4.10.1	Develop and Implement a Reconciliation Action Plan (RAP) for the Federation Council area.	RAP developed.		Amendments made to Draft and resubmitted to Reconciliation Australia for feedback.
4.10.2	Deliver actions from the Arts & Culture Strategy.	Scheduled actions implemented.		
4.10.3	Continue to progress Council's friendship agreement with Miki City.	Visit hosted.		Federation Council hosted 12 chaperones and students from Miki City, Japan, Council's Sister City on in August 2023. Planning well advanced for local chaperones and students to visit Miki City later in 2024.
4.10.4	Ensure long term planning strategies investigate further development of the Federation Museum.	Plans recognise opportunity for development of Federation Museum.		Limited progress made. Further consideration to be given to future options.
4.10.5	Maintain membership of a regional arts body.	Membership maintained.		Federation Council was a member of Murray Arts during 2023-2024.





**4 Year Delivery Goal:** Work to address disadvantage in all its forms.

Action Code	Action Name	Operational Measure	Status	Annual Comment
4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan (DIAP).	Scheduled actions implemented.		Detail on actions completed are included in the 2023-2024 Annual Report on page 87.
4.11.2	Continue mandatory Pensioner Concession Scheme.	Pensioner concession provided.		Pensioner Concession given on rates, water and sewer for 2023-2024.



4.11.3	Implement additional Pensioner Concession Scheme (subject to council resolution).	Pensioner concession provided.		Council considered options for an additional Pensioner Concession Scheme early in the financial year and determined not to proceed with a blanket approach that excluded other low-income earners. Council has proposed amendments to the Debt Management and Hardship Policy to provide financial assistance to eligible ratepayers that have been assessed as in hardship. The review of this policy is listed as a separate action in the Delivery Program / Operational Plan for 2024-2025. No further action is required on this action.
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**4 Year Delivery Goal:** Provide library services and programs accessible to all residents and visitors.

Action Code	Action Name	Operational Measure	Status	Annual Comment
4.12.1	Provide static library service in Corowa, Howlong and Mulwala, and mobile library service in Boree Creek, Oaklands, Rand and Urana.	Library services provided.		
4.12.2	Encourage Library membership by promoting the range of services available.	Library membership promoted.		Author talks booked in with accompanying promotion running during June.
4.12.3	Deliver school holiday programs across the Federation Council area.	Program delivered.		
4.12.4	Provide a free delivery service to housebound library patrons.	Service provided.		





*Pictured: Library Teddy Bear Picnic, held annually.*





*Pictured:  
Federation Council Director  
Engineering Services  
Theo Panagopoulos and  
Councillor Rowena Black  
pictured at a pop up for  
Future Federation  
Community  
Engagement 2024.*





## Well-Governed Federation

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

Underpinning all of Federation Council's services requires much work behind the scenes that always have a visible presence to most of our customers. These functions facilitate planned, resourced, efficient and transparent systems to form the foundations of our programs and services that enable our community to function and thrive.

This area includes our Councillors, executive management team, and our supporting functions such as financial services, procurement, information technology, communications and engagement, and customer service.

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

### Mandatory Functions:

- Management of the organisation's governance framework including delegations, policies, corporate compliance.
- Corporate planning and reporting (IP&R).
- Records/information management.
- Privacy management and access to information.
- Audit Risk and Improvement Committee.
- Risk management and insurance.
- Financial services.
- Human resources management.
- Work health and safety.
- Performance management.
- Health and wellbeing.
- Dispute resolution and industrial relations.
- Learning and development.
- Information technology.
- Internal and external audits.
- Councillor services.
- Citizenship ceremonies.

- Council elections.
- Emergency management.
- Customer services, including emergency call out.
- Communications and engagement.
- Marketing and advertising.

### Discretionary activities include:

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

Key Performance Indicator Measure	Measure	Target 23/24	Actual 23/24
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	3
Council business papers provided in accordance with Code of Meeting Practice	%	100	100
Number of Code of Conduct complaints about Councillors or the General Manager received and reported	#	<3	0
Operating performance ratio (General Fund)	%	-18.11	19.65
Unrestricted current ratio (General Fund)	#	2.97	7.24
Councillors and staff participation in Cyber training exercises	%	>80	80



### Well-Governed Federation



- Engaged with the community when setting annual fees and charges.
- Ensured Service Reviews include assessment of service levels across Council area and consideration of cross Council and border issues.
- Reviewed the Open Access records.
- Reviewed the Delivery Program/Operational Plan (2024-2025).
- Prepared Annual Report (2022-2023).
- Council undertook a peer review business case study on the financial sustainability of Federation Council and the advantages/disadvantages of amalgamation.
- Maintained Council’s online presence via digital channels and a user-friendly customer request system.
- Implemented a program of service reviews that demonstrated the commitment to continuous improvement and stakeholder engagement.
- Implemented the Long-Term Financial Plan and associated strategies.
- Conducted Annual Insurance renewals.
- Implemented enhancements to Council information and operational technology networks.
- Undertook service review for Corowa Aquatic Centre.
- Coordinated the Local Emergency Management Committee.

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	2	13	12	0	27
Projects	1	3	8	0	12
<b>Total Programs / Projects</b>	<b>3</b>	<b>16</b>	<b>20</b>	<b>0</b>	<b>39</b>

- Programs: Scheduled for delivery 2022-2026
- Projects: Scheduled for delivery 2023-2024



Progressing



Not Progressing






Completed




Not Due to Start




**4 Year Delivery Goal:** Ensure rates and fees are in line with community needs.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.1.1	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.	Meetings conducted with Rates Advisory Committee.		Council closed this committee at the July 2023 Council Meeting.
5.1.3	Undertake annual reporting of expenditure relating to the approved 2023-2024 Special Rate Variation.	Report on expenditure in Annual Report.		Council has spent 60% of the SRV funds, with the balance to be carried forward to 2024-2025. Annual reporting in line with the IPART decision is included in the reporting of the Special Rate Variation 2023-2024 as contained within this Annual Report.
5.1.4	Engage with the community when setting annual fees and charges.	Community engagement strategy implemented.		Community engagement was conducted as part of the public exhibition process for the Revenue Policy which provides the schedule of fees and charges for the 2024-2025 year.







**4 Year Delivery Goal:** Work toward the equitable servicing of all areas.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.2.1	Ensure Service Reviews include assessment of service levels across Council area and consideration of cross Council and border issues.	Three service reviews completed demonstrating assessment.		Where relevant, cross border and service levels across the Council area are considered in the service reviews.



**4 Year Delivery Goal:** Ensure good governance and administration.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.3.3	Review Delegations from Council to committees.	Delegations reviewed by Council.		The Working Group has assessed key risks associated with volunteers to prioritise the actions required. Recruitment has commenced to appoint a Volunteer Management Project Officer to progress this project.
5.3.4	Review Council Policy Framework.	Framework Review Completed.		Changes to Governance staff now implemented. Framework will be finalised 2024-2025.
5.3.5	Review Open Access records.	Agency Information Guide Updated.		Agency Information Guide has been reviewed and updated.






5.3.6	Review Privacy Management Plan.	Privacy Management Plan Adopted by Council.		Changes to Governance staff now implemented. Privacy Management Plan will be finalised 2024-2025.
5.3.7	Review of Delivery Program/ Operational Plan.	Delivery Program/Operational Plan reviewed and adopted by Council.		Delivery Program has been reviewed with an updated Delivery Program and Annual Operational Plan adopted on 25 June 2024.
5.3.8	Prepare Annual Report.	Annual Report Published.		Action completed for 2022-2023 reporting period.
5.3.12	Introduce framework for managing council's obligations under the Modern Slavery Act 2018.	Framework Developed.		There has been limited progress on the framework due to the need for Council officer focus on other priority initiatives. This work will be progressed in 2024-2025.
5.3.13	Standardise Practices to meet Child Safe Standards.	Policy adopted by Council.		Work has commenced on drafting a Child Safe Policy for adoption by Council.
5.3.14	Council undertakes a peer reviewed business case study on the financial sustainability of Federation Council and the advantages/disadvantages of amalgamation.			This was completed in November 2023, and Council has noted the report, and is now working through consideration of adopting the recommendations and the resourcing of any that Council adopts.




**4 Year Delivery Goal:** Ensure extensive communication and consultation with residents.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.4.1	Develop community engagement strategy in accordance with legislation.	Community engagement strategy adopted by Council.		The development of Council's first organisation wide Community Engagement Strategy is underway. The strategy will be presented to council for recommended adoption in November 2024.
5.4.2	Implement Community Engagement Strategy.	Community engagement conducted in accordance with adopted strategy.		Community Engagement Strategy is not yet finalised. The strategy will be implemented following its finalisation.
5.4.3	Develop and implement internal communications strategy.	Internal communications strategy adopted.		The development of Council's first organisation wide Community Engagement Strategy is underway. The internal communication strategy and implementation plan will be delivered within this project scope in mid to late 2024.
5.4.4	Maintain Council online presence via digital channels.	Active presence on corporate websites and social media platforms.		Maintenance 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:** Ensure quality customer service.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.5.1	Review the Customer Service Charter and implement associated actions to improve the customer experience.	Updated Customer Service Charter adopted by Council.		Additional reporting of customer requests and actioning thereof implemented. Demonstrable improvement in actioning of customer requests.
5.5.2	Maintain a user-friendly customer request system.	Customer request system.		
5.5.3	Implement two-year customer satisfaction surveys to understand strengths and areas for improvement.	Community satisfaction survey completed.		Council will be conducting the Community Satisfaction Survey in September 2024.



**4 Year Delivery Goal:** Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.6.1	Implement a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement.	Three service reviews completed.		Council has commenced a number of service reviews across this reporting period including Corowa Aquatic Centre (completed), and the Service NSW Corowa agency (completed). Communications and Engagement (underway), Corowa Aerodrome (underway), Water and Sewer and Electrical (Utilities - underway) In 2024-2025, addition to completing the above reviews underway, Council is also undertaking a Planning and Building Services review.
5.6.2	Implement Workforce Management Plan.	Scheduled actions implemented.		Significant progress made against this strategy with a further review to be undertaken prior to the end of the 2024 calendar year.
5.6.3	Implement Long Term Financial Plan and associated strategies.	Scheduled actions implemented.		Implementation of Council's LTFP is progressing well. The financial performance of the organisation for the year ended 30 June 2024 has tracked as planned through the year with some favourable improvement in key measures. Recommendations from the independent report by the University of Newcastle commenced implementation. Community discussions regarding the need for a significant Special Rate Variation to support Council's financial sustainability continued. Further engagement scheduled for July 2024.







5.6.4	Implement new Audit and Risk Management Framework components as legislated.	Legislated components implemented.		New legislative requirements effective 1 July 2024. Assessment has been undertaken against the requirements and an action plan developed to implement changes where required. Recruitment for two new independent ARIC members has commenced.
5.6.5	Develop Internal Audit Charter.	Internal Audit Charter adopted by Council.		ARIC continuing work on the finalisation of the Internal Audit Charter.
5.6.6	Develop and maintain Strategic Risk Register.	Strategic Risk Register presented to Council.		Draft Strategic Risk Register reviewed with insurer. Scheduled for review by Audit Risk and Improvement Committee in August 2024.
5.6.7	Conduct Annual Insurance renewals.	Insurance renewed.		
5.6.8	Develop Climate change adaptation plan.	Climate change adaptation plan adopted by Council.		No further progress on this item. Further consider resourcing this in the 2024-2025 plan and consider it in conjunction with preparing the draft 2025-2026 and beyond Delivery Program.
5.6.9	Engage with the Roads Advisory Committee in relation to strategic road plans.	Meetings conducted with Roads Advisory Committee.		Roads Advisory Committee will be re-established following a comprehensive road condition assessment and review of the Strategic Asset Management Plan. A re-establishment meeting will be scheduled in 2025 in line with the Terms of Reference.
5.6.10	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies.	Strategies communicated to the community.		Significant work has progressed on identifying and implementing productivity improvement and cost containment strategies across Council operations. Savings across the organisation being achieved from lower borrowing interest rates, reduced travel, more favourable electricity pricing with power purchasing agreements, implementation of software to improve productivity and trialling different methods of scheduling work. Further detail on the cost containment measures and quantification is contained in the reporting of the Special Rate Variation 2023-2024 as contained within this Annual Report and as presented in the August 2024 Council Meeting.
5.6.11	Develop and implement Cyber Security Framework.			Framework completed. Final reviews currently underway.
5.6.12	Implement enhancements to Council information and operational technology networks.			
5.6.13	Undertake service review for Corowa Aquatic Centre.			Service Review complete. New model determined and to be implemented over the next 6 months.

**4 Year Delivery Goal:** Provide effective asset management.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.7.1	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Asset Management Improvement Plan implementation reported to Council.		Improvement plan has been developed and actions will begin to be rolled out. The Asset Coordinator position has been filled and an external consultant has been engaged to undertake a refresh of the Strategic Asset Management Plan and Transport Asset Management Plan.
5.7.2	Develop and Implement Strategic Asset Management Plan.	Strategic Asset Management Plan updated and adopted by Council.		Strategic Asset Management Plan adopted in December 2022. A review will be undertaken in late 2024.






**4 Year Delivery Goal:** Ensure appropriate emergency management.

Action Code	Action Name	Operational Measure	Status	Annual Comment
5.8.1	Coordinate the Local Emergency Management Committee.	Local Emergency Management Committee meets legislative requirements.		Local Emergency Management Committee met on a scheduled basis. The LEMC's of Federation Council and Berrigan Council have combined meetings to provide a more efficient and effective meeting process. Council's Director Engineering Services is the Local Emergency Management Officer and the Committee meets on a scheduled basis.
5.8.2	Review the local Emergency Management Plan.	Local Emergency Management Committee meets legislative requirements.		The Local Emergency Management Plan review is in conjunction with Berrigan Shire Council is progressing. This work will be finalised in the second half of 2024.
5.8.3	Provide After Hours Emergency Response.	After Hours Emergency Response provided.		The outdoor operations team continues to provide effective after-hours emergency response.
5.8.4	Undertake flood repair and recovery activities as funded under government disaster funding arrangements and proceeds from insurance.			Flood repair and recovery activities are progressing well. Disaster Recovery Funding Arrangements (DRFA) claims are being finalised and evaluation of road impacts are nearing completion. Works will be ongoing in the short to medium term.



## Service Reviews

As per the Operational Plan for 2023 - 24, the following table provides a summary of the status of each of the Service Reviews:

Service Area	Note	Status Update (June 2024)	Status
Corowa Aerodrome		Draft report being developed for Council consideration and further community engagement.	
Community Engagement	This service review will be undertaken as part of the development of the new comprehensive Community Engagement Strategy.	Draft report being developed for Council consideration and further community engagement.	
Water Services	This service review will be undertaken as part of the NSW Public Works engagement to advance future water service planning.	Work is continuing.	
Sewerage Services	This service review will be undertaken as part of the NSW Public Works engagement to advance future sewer service planning.	Work is continuing.	
Corowa Aquatic Centre		This service review was considered at the October 2023 Council meeting.  Whilst the management recommendation was to outsource the operation of the pool to an external provider, Council resolved to operate the pool with Council employees for a further period of time under a Tiered Supervision Model.	





*Pictured: Balldale Road Project works 2023.*



Section

# 05

*Pictured:  
Urana Caravan Park.*





## Section 5: Regulatory Information

### Disability Inclusion Action Plan Report 2023/24

*Disability Inclusion Act 2014 s 13 (1)*

#### Developing positive community attitudes and behaviours

During the reporting period Council:

- Met bi-monthly with the Federation Disability Access & Inclusion Committee and sought information and advice from members.
- Advocated via the Councillor delegate on behalf of the committee and raised important issues.
- Took a whole-of-council approach and reflected Council's commitment to improve access and inclusion for people with disability in its key strategic policy and planning.
- Started to review their Equal Opportunity Policy and Employment Assistance Program Policy.
- Used images of people with disability in Council publications, communications and marketing initiatives, promoting inclusion and accessibility. Planning also commenced for increased inclusion awareness campaigns to be rolled out.
- Delivered an online campaign as part of Mental Health Month and International Day of People with Disability, to share information and raise awareness. This included media releases to local media channels, inclusions in Council's community Conversation EDM, Urana Newsletter, corporate social media posts and corporate email signature.
- Promoted the Access at a Glance Program across the council area. Consideration for future delivery options being explored, to ensure the continued engagement with and education of communities and businesses on the value of inclusion for both societal and commercial reasons.
- Promoted the area as a tourist destination for all abilities in respect to its accessible venues and attractions.
- Encouraged accommodation and hospitality providers, as well as event organisers, to include access information on their websites, Australian Tourism Data Warehouse (ATDW) online and all booking platforms.

#### Creating liveable communities

During the reporting period Council:

- Collaborated with internal and external stakeholders to make equity and access part of the key criteria for decisions about infrastructure, as well as customer engagement and communication platforms and software.
- Imbedded the practice of including the Federation Disability Access and Inclusion Committee (DAIC) in infrastructure decision making. Recent projects as a result include pedestrian accessibility in Sanger Street, Corowa and a street walk in Mulwala to determine priorities for future works to improve safety and accessibility.
- Ensured compliance with the Disability Discrimination Act (DDA) is a standard consideration for all areas of the council operations.
- Promoted the Liveable Housing Design Guidelines (LHD) and a universal design approach on the Council website.
- Continued to maintain footpaths as per Pedestrian Mobility Access Plan and maintenance program, and as funding becomes available, with prioritisation of high-risk areas.
- Commenced actively conducting parking patrols to ensure that timed parking, loading zones and disability parking in our main shopping precincts of Corowa, Howlong and Mulwala are enforced.
- Undertook ongoing consultation with schools in relation to accessibility, with improvement works delivered.
- Delivered a campaign encouraging residents to maintain vegetation on their property and the nature strip to ensure no footpath obstruction.
- When conducting renewal works in parks and public spaces provided Universally accessible upgrades and replacements to infrastructure.
- Reflected the Everyone Can Play principles in the Lowe Square Masterplan and the Morris Park Masterplan.
- Offered inclusive programs at public swimming pool facilities, including the Corowa Aquatic Centre, such as the Learn to Swim, and Aqua Exercise supported by Murrumbidgee Local Health District (MLHD).
- Offered and delivered home library services throughout the Council area where possible.
- Commenced accessibility improvements for the Howlong and Mulwala libraries, and Corowa Art Space with works to be completed by December 2025. Upgrades are funded from the NSW Stronger Country Community Funding (SCCF) Round 5.
- Incorporated accessibility measures into the Federation Community Grants Program eligibility criteria.
- Continued to manage and promote council owned social housing as suitable to people with disability.
- Joined the NSW Companion Card Program at the Corowa Aquatic Centre and provided education on the program to staff and the broader community.
- Updated accessibility and inclusion on the council's website, social media channels, promotional material and signage. Information on accessibility of council facilities, playgrounds, parks and offices was also included.



- Maintained regular contact with local disability organisations including the hosting of quarterly Federation and surrounds Interagency Meetings, to ensure understanding and awareness of current trends and gaps for people with disability.
- Encouraged service providers to list details on the council's Community Directory to ensure awareness of local or outreaching services in the Federation Council area.
- Hosted in partnership with members of the Federation and Surrounds Interagency the Community Expo in Corowa, which showcased local health, disability and age care service providers, sporting, social and community groups.

### Supporting access to meaningful employment

During the reporting period Council:

- Reviewed and made improvements to our employment policies, procedures, practices and systems.
- 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 such as Riverina Murray Jobs, Sureways, Personnel Group and APM.
- Maintained regular contact with secondary and primary schools, training providers and early education providers to ensure understanding and awareness of current trends and gaps for people with disability.

### Improving access to mainstream services through better systems and processes

During the reporting period Council:

- Commenced updating their Customer Service Charter with picture images to assist communications.
- Provided an I-pad set up with 'speech to text' at Corowa Civic Centre (with further rollouts planned) and customer service staff familiarised with the National Relay Service.
- Referred to Council's Age Friendly Communication and Engagement Guide when designing print and digital communications.
- Undertook investigations into accessible training options for Council staff.
- Used non-technology reliant communication methods to communicate with our community such as local papers, newsletters, community and library event flyers, letterbox drops and tourism collateral.

- Ensured compliance as part of their review and upgrade of the Corporate, Tourism, Corowa Aquatic Centre and Caravan Park websites with Web Content Accessibility Guidelines (WCAG) 2.0 Level AA standard.
- Implemented new software across Council's corporate and business channels, including NoTM trail mapping and e-books.
- Commenced reviewing an Emergency Management Plan in collaboration with the Berrigan Shire Council.

## Community Grants

*Local Government Act 1993 s356 & Local Government (General) Regulation 2021 s 217 (1) (a5)*

### Community Grants Program

Federation Council's Community Grants Program assists community groups and organisations to deliver events, activities, and programs that enhance the lives of local communities, celebrate important community occasions, and provide opportunities to develop social cohesion and connection in the Federation region.

The Community Grants Program offered two rounds for the financial year. The total allocation for the year was \$60,000. Funding was up to \$3,000. Allocations are for one financial year and are not recurrent.

The Community Grants Program provides the basis for the Council to allocate funds under Section 356 of the Local Government Act in an equitable manner, based on the individual merits of each request.

2023-2024 Federation Community Grant Program - Round 1 recipients, as announced at the October 2023 Ordinary Council meeting:

ROUND 1 - RECIPIENTS		
Organisation	Funding Purpose	Funding Granted
Annual Riverina Harvest Ball Committee	Cement and stencil work at the Oaklands Memorial Hall.	\$3,000
Corowa & District Historical Society	Upgrade to computer memory and backup storage.	\$758

Corowa Business Chamber	Further scope and seek community consultation on their proposed Volunteer Training Program.	\$2,415
Howlong Golf Club	Hosting an all-abilities golf workshop in partnership with Amaranth Foundation in Howlong.	\$1,750
Intereach Inc - Corowa	Hosting "Mocktails and Masterpieces" an arts initiative as part of the 2023 International Day of People with Disability.	\$1,000
Khaki Vehicle Enthusiasts Inc.	Event hats, plaques, and participant packs at the 44th Corowa Swim-in and Military Vehicle Gathering.	\$1,000
Morundah Bush Entertainment Committee	Hosting the Peter Denehey Concert at Morundah.	\$1,000
Mulwala Community Garden Inc.	Mulwala Community Garden signage and advertising.	\$2,500
Mulwala Football Netball Club	Hosting the NETFIT Coaching Masterclass – Train like an elite netballer in Mulwala.	\$3,000
Mulwala Progress Association	Purchasing lighting & decorations for the Mulwala Christmas tree.	\$2,500

Oaklands CWA	Hosting the CWA of NSW Women's Dinner in Oaklands.	\$1,750
Our Town Balldale Committee	Hosting the Balldale Annual Summer Events Program.	\$2,500
Savernake School of the Arts Reserve Trust	Hosting the Festival of Small Halls at Savernake.	\$1,750
Sing Australia - Corowa	Purchasing new music books.	\$327
The Inner Wheel of Corowa District	Hosting an International Women's Day Lunch in Corowa.	\$1,750
<b>Total</b>		<b>\$27,000</b>

2023-2024 Federation Community Grant Program - Round 2 recipients, as announced at the April 2024 Ordinary Council meeting:

<b>ROUND 2 - RECIPIENTS</b>		
<b>Organisation</b>	<b>Funding Purpose</b>	<b>Funding Granted</b>
Corowa Anglers Club	Purchase of first aid equipment.	\$2,600
Corowa CWA	Replacing the Clubroom carpet.	\$3,000
Corowa Historic Vehicle and Machinery Club	Purchase and installation of air conditioning for display and meeting rooms.	\$3,000
Corowa Pastoral, Agricultural and Horticultural Society	Hosting of the 2024 Corowa Annual Spring Show.	\$1,500



Corowa Race Club	Purchase of a defibrillator.	\$2,600
Corowa Rowing Club	Purchasing gym equipment suitable for use by young people and older people.	\$2,700
Corowa She Shed	Purchase of a defibrillator.	\$2,600
Daysdale Hall Committee	Restoring a Local 1900's Historic Chaff Cutting Food Van to be placed on permanent display in the town.	\$3,000
Howlong Community Progress Association	Accessible toilet block at the Howlong cemetery.	\$3,000
Mulwala Public School P&C	Hosting of the annual Mulwala Kite Festival.	\$1,500
Rotary Club of Corowa	Hosting of the Federation Festival.	\$3,000
Tournament Water Ski NSW	Hosting the National Water Ski Championship Night Event at Mulwala.	\$3,000
Urana Vintage Machinery	Urana vintage machinery.	\$1,500
<b>Total</b>		<b>\$33,000</b>

### 2024 Volunteer Week Micro Grants Program

In May 2024 Council trialled a pilot micro grants program to celebrate National Volunteer Week. Federation Council offered twenty grants of \$250 to not-for-profits, organisations or schools with a volunteer branch or committee, Section 355 committees, clubs and community groups to assist with commemorating and appreciating their volunteers' contributions. The total allocation was \$5,000. The following groups received a \$250 Volunteer Micro Grants:

MICRO GRANTS RECIPIENTS	
Amaranth Foundation Balldale Recreation Reserve Corowa CWA Corowa District Historical Society Inc Corowa District Landcare Corowa Rescue Squad – VRA Rescue NSW Gallery 294 Corowa Arts Co-operative Ltd Howlong Historical Society	Howlong Men's Shed Howlong Playgroup Mulwala Library History Group Oaklands and District Lions Club Oaklands CWA Rand Bowls & Community Club Sing Australia Corowa St Mary's Catholic Primary School Tunzafun Community Volunteer Group Urana Progress Association Urana Vintage Machinery Club Inc

## Companion Animal Management

*Local Government (General) Regulation 2021 s 217 (1) (f)*

### Requirements

Federation Council is responsible for enforcing the provisions of the Companion Animals Act 1998 which provides for the effective and responsible care and management of companion animals.

As part of its requirements, Council is required to report a detailed statement of activities relating to enforcing and ensuring compliance with Companion Animals legislation. Council lodged all pound data returns with the Office of Local Government within the required timeframes.

### Pound Data Collection Lodged With Office of Local Government

During the reporting period of 2023-2024:

**25**  
Animals were seized  
& taken to the  
pound (1 cat, 24  
dogs)



**21**  
Animals were  
returned to their  
owners (1 cat, 20  
dogs)



**4**  
Dogs were  
transferred to  
another re-homing  
agency



## Lodgement of Data About Dog Attacks Lodged With Office of Local Government

During the reporting period of 2023-2024:

**6**  
Dog attacks were received & actioned by Council



## Community Education Programs Carried Out And Strategies The Council Has In Place To Promote And Assist The Desexing Of Dogs And Cats

During the reporting period of 2023-2024 Council held:

**2**  
Free microchipping events in Oaklands & Urana



**1**  
Pet day out in Corowa



## Strategies in Place for Complying With the Requirement to Seek Alternatives to Euthanasia for Unclaimed Animals

In the Federation Council Local Government Area, 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 rehomed.

## Off Leash Areas Provided in the Council Area

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.

Federation Council | Annual Report 2023-2024 | [www.federationcouncil.nsw.gov.au](http://www.federationcouncil.nsw.gov.au)

Howlong:

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

## Funding Spent on Companion Animal Management and Activities

Council has expended \$96,160 in relation to companion animal duties under the Companion Animals Act. Revenue received from registration fees was \$13,239. This income contributed to funding the following activities:

- Responding to complaints about companion animals.
- Returning lost pets to their home.
- Caring for lost pets at council's animal management facility.
- Investigating aggressive animals and attacks.
- Providing a stray cat trapping program.
- Undertaking proactive patrols of community areas to ensure owners are doing the right thing.



*Pictured: Pet enjoying the Murray River.*



## Awarded Contracts

Local Government (General) Regulation 2021 s 217 (1) (a2) (i), (ii)

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

Name of Contractor	Nature of Good or Services Supplied	Total Amount Payable Under the Contract	Contract Number	Council Resolution
Cleanaway Waste Management Limited Level 4, 441 St Kilda Road MELBOURNE VIC 3004	Regional Kerbside Collection Service Contract	\$21,744,000 <i>(subject to CPI and new services)</i>	19/04045	228/2023FC
Allflex Australia Pty Ltd PO Box 657 CAPALABA QLD 4157	Electronic Identification (EID) Scanners Corowa Saleyards	\$325,640	N/A	49/2024FC
Coates Hire Operations Pty Ltd 6 Greenhills Avenue MOOREBANK NSW 2170	Plant dry hire	\$288,000	2023-196	51/2024FC
Walsh Wodonga Pty Ltd PO Box 2 BARANDUDA VIC 3689	Plant dry hire	\$760,780	2023-196	51/2024FC
Walsh Wodonga Pty Ltd PO Box 2 BARANDUDA VIC 3689	Supply gravel	\$201,300	N/A	Under delegation
Walsh Wodonga Pty Ltd PO Box 2 BARANDUDA VIC 3689	Corowa-Oaklands Road Reconstruction	\$1,049,685	2024-197	85/2024FC
Deleccas Pty Ltd 116 Marong Road WEST BENDIGO VIC 3550	Supply Bobcat Track Loader	\$152,020	N/A	Under delegation
Aerometrex Ltd 51-53 Glyburn Road GLYNSE SA 5070	Mapping software	\$176,000	N/A	Under delegation
Komatsu Australia Ltd PO Box 136 FAIRFIELD NSW 2165	Supply a Komatsu GD655-7 Motor Grade	\$469,849	N/A	314/2023FC

Name of Contractor	Nature of Good or Services Supplied	Total Amount Payable Under the Contract	Contract Number	Council Resolution
Bucher Municipal Pty Ltd Private Bag 349 CLAYTON SOUTH VIC 3169	Supply a Hino V65T Street Sweeper	\$471,203	N/A	315/2023FC
HSR Southern Cross Pty Ltd 39 Holbeche Road ARNDELL PARK NSW 2148	Supply a HSR RC0810 rear loader garbage compactor	\$283,040	N/A	316/2023FC
Hutcheon & Pearce PO Box 5485 WAGGA WAGGA NSW 2650	Supply a HSR RC0810 rear loader garbage compactor	\$150,000	N/A	Under delegation
Water Treatment Australia Pty Ltd 17 Treforest Drive CLAYTON VIC 3168	Supply a HSR RC0810 rear loader garbage compactor	\$269,641	N/A	Under delegation
NDIS Constructions 5B Crisp Drive ASHMONT NSW 2650	Sewer treatment plants amenities fit out	\$185,768	2024-201	Under delegation
Bild Infrastructure Pty Ltd PO Box 437 SOMERTON VIC 3062	Road building services	\$727,800	N/A	Various POs
Damage Control Project Management Pty Unit 1501, Northcliffe Residences 3 Northcliffe Terrace SURFERS PARADISE QLD 4217	Flood Assessments	\$178,038	N/A	Under delegation
Menz Plant Pty Ltd 7 Lethbridge Drive NARRANDERA NSW 2700	Road building services	\$787,000	N/A	Various POs



## Summary of Legal Amounts

Local Government (General) Regulation 2021 s 217 (1) (a3)

### Legal Proceedings 2023-2024

The table below summarises legal proceedings to which Federation Council has been a party during the period beginning on 1 July 2023 and ending on 30 June 2024.

Court	Nature of legal proceedings	Status of progress of proceedings at 30 June 2024 (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 2024

Description	Amount
Amounts paid in respect to proceedings	\$2,160
Costs received in respect of proceedings	\$0
Amounts paid in out-of-court settlements	\$0
Amounts received in out-of-court settlements	\$0

## Private Swimming Pool Inspection

Swimming Pools Act 1992 s 22F (2), 22D & Swimming Pools Regulation 2018 cl 23

2023-2024 Private Swimming Pool Inspection	
Were of Tourist and Visitor Accommodation	30
Were of Premises With More Than 2 Dwellings	Nil
Resulted in Issuance a Certificate of Compliance	29
Resulted in Issuance a Certificate of Non-Compliance	1

## Written off Rates and Charges

Local Government (General) Regulation 2021 s 132

The amount of rates and charges written off during 2023-2024 was \$620,517.47 (being the Pensioner Concession Amount provided).

## Capital Works Projects

Office of Local Government Capital Expenditure Guidelines

Council completed one (1) project during the financial year that was subject to the Capital Expenditure Guidelines issued by the Office of Local Government.

Project	Budget Cost (Per Capex Review)	Adjusted budgeted cost	Final cost	Project status
Corowa Saleyards Upgrade (Stage 1)	\$10.7 Million	\$11.5 million Budget adjusted following securing of additional funding of \$820,000 to enable construction of a fit-for-purpose building	\$11.8 Million	Complete New facility opened by Minister of Agriculture, Hon. Tara Moriarty MLC on 28 March 2024

## Contributions and Levies

Environmental Planning & Assessment Regulation 2021 cl 218 (3) (a -b)

Total Value of all Contributions and Levies	
Received During the Year	\$591,801
Expended During the Year	Nil

# Nil Reports

## Nil Reports for 2023-2024

Work Carried Out on Private Land  
*Local Government Act 1993 s 67, 67 (2) (b), 67 (3) & Local Government (General) Regulation 2021 s 217(1) (a4)*

Stormwater Management Services  
*Local Government (General) Regulation 2021 s 217 (1) (e)*

Particulars of any Environmental Upgrade Agreement Entered Into by the Council  
*Local Government Act 1993 s 54P (1)*

Particulars of Compliance With and Effect of Planning Agreements in Force During The Year  
*Environmental Planning & Assessment Act 1979 s 7.5(5)*

Disclosure of how Development Contributions and Development Levies Have Been Used or Expended Under Each Contributions Plan  
*Environmental Planning & Assessment Regulation 2021 cl 218 (1)*

Details for Projects for Which Contributions or Levies Have Been Used  
*Environmental Planning & Assessment Regulation 2021 cl 218 (2) (a-g)*

Recovery and Threat Abatement Plans  
*Fisheries Management Act 1994 s220ZT (2)*

*Pictured: Corowa Whitehead Street Wetlands.*





## Modern Slavery Statement

### Steps Taken to Ensure That Goods and Services Procured by and for the Council During 2023 - 24 Were not the Product of Modern Slavery

Local Government Act 1993 s 428 (4) (d)

During the 2023-2024 financial year Council continued 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 next 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.

### Action Taken by the Council in Relation to any Issue Raised by the Anti-Slavery Commissioner During 2023-2024

Local Government Act 1993 s 428 (4) (c)

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



Pictured: Enchanted hut Howlong.

## External Bodies, Corporations and Partnerships

### External Bodies That Exercised Functions Delegated By Council

*Local Government (General) Regulation 2021 s 217 (1) (a6)*

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.

Detailed information on the committees can be found on Council's website.

Section 355 Committees	
Boree Creek Community Facilities Committee	Oaklands Recreation Ground Management Committee
Colombo Creek Recreation Reserve Management Committee	Oaklands Town Improvement Committee
Corowa Tourism Advisory Committee	Oaklands War Memorial Baths & Gardens Committee
Daysdale Water Supply Trust	Rand Community Committee comprising: <ul style="list-style-type: none"> <li>• Rand Recreation Ground Management Committee</li> <li>• Rand School of Arts Committee</li> <li>• Rand Town Improvement Committee</li> </ul>
Federation Arts Committee	Urana Progress Association
Lonsdale Reserve Management Committee	Urana Ski & Aquatic Centre Committee
Lowe Square Management Committee	Urana Soldiers Memorial Hall Committee
Morundah Community Committee	Urana Victoria Park Recreation Ground Management Committee
Oaklands Memorial Hall Committee	Urana Swimming Pool Committee



## Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies in Which the Council Participated During the Year

Local Government (General) Regulation 2021 s 217 (1) (a8)

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

## Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies in Which Council Held a Controlling Interest

Local Government (General) Regulation 2021 s 217 (1) (a7)

Nil.

## EEO Management Plan

### Activities Undertaken by Council to Implement its EEO Management Plan

Local Government (General) Regulation 2021 s 217 (1) (a9)

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 development of practices around diversity and inclusion.

Council has continued to promote the 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.

## Senior Staff Remuneration

### Total Remuneration Package of the General Manager and Senior Staff

Local Government (General) Regulation 2021 s 217 (1) (b) (c)

The total amount payable in 2023-2024 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	Total (\$)
General Manager	\$339,445
Senior Staff (other than the General Manager)	\$746,287

## Workforce Statistics

### Total Number of Persons who Performed Paid Work for the Council on 14 February 2024

Local Government (General) Regulation 2021 s 217 (1)(d) (i-iv)

Employment Status	Number of Staff
Persons employed by council on a permanent full-time, part-time or casual basis or under a fixed term contract	164
Persons employed by 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	3
Persons, supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	3
<b>Total</b>	<b>174</b>

## Councillor Information

### Total Cost of Expenses and the Provision of Facilities to Councillor in Relation to Their Civic Function

Local Government (General) Regulation 2021 s 217 (1) (a1) (i – viii)

Total cost for 2023-2024 for the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions:

Item	Cost (\$)
Mayor & Councillor fees	\$197,045
Others expenses (travelling and phone allowance)	\$11,413
Provision of dedicated office equipment allocated to councillors	\$288
Telephone calls made by councillors	Nil
Attendance of councillors at conferences and seminars	\$15,709
The provision of induction training and professional development for mayor and other councillors	Nil
Other training of councillors and provision of skill development	\$13,664.00
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 in the performance of his or her civic functions, being expenses: <ul style="list-style-type: none"> <li>Payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors</li> </ul>	\$201
Expenses involved in the provision of care for a child of, or an immediate family member of a councillor.	Nil
<b>Total</b>	<b>\$238,320</b>



**Councillor Training and Ongoing Professional Development for 2023 – 24**  
*Local Government (General) Regulation 2021 s 186*

The following information relates to the attendance of the Mayor and Councillors at conferences and seminars as part of their ongoing professional development:

Conference/Seminar	Participants
Murray Darling Association 79th National Conference and AGM 2023: 27-28 September 2023	Cr Nicholls
Local Government NSW Annual Conference 2023: 12-14 November 2023	Cr Black, Cr Bourke, Cr Fahey
Rural and Regional Summit 2024: 9 May 2024	Cr Bourke
ALGA NGA 1-4 July 2024 inc Australian Council of Local Government (ACLG) Forum: 5 July 2024*	Cr Bourke, Cr Fahey, Cr Whitechurch
Murray Darling Association 80th National Conference and AGM 2024: 10-11 July 2024*	Cr Hughes

\*Expenses incurred during 2023-2024

Circulars Provided as Part of Professional Development	
July 2023	<p>OLG Circular 22-41 Update on membership requirements for ARICS</p> <p>OLG Circular 23-06 Increases to companion animal registration and permit fees for 2023/24</p> <p>OLG Circular 23-07 Draft update of the Environment and Health Protection Guidelines: Onsite Sewage Management for Single Households (Silver Book)</p> <p>OLG Circular GC-152 2023-24 Financial Assistance Grants (FA Grants) – advance payment</p> <p>OLG Circular 23-08 Annual Reporting of Labour Statistics</p>
August 2023	OLG Circular 23-10 End of Year Reporting Requirements for 2022-23 and Additional Information for 2023-2024

October 2023	<p>OLG Circular 23-11 Effect of the NSW Government's policy on executive office holders' and senior executives' remuneration on general managers', executive officers' and senior staff remuneration</p> <p>OLG Circular 23-12 Guidelines on the withdrawal of development applications</p>
November 2023	<p>OLG Circular 23-13 Release of the Information and Privacy Commission's follow up audit of councils' compliance with open access requirements in relation to returns of interest</p> <p>OLG Circular 23-14 Public Spaces (Unattended Property) Act 2021 – Commencement of Special arrangements for stock animals in emergencies</p>
December 2023	OLG Circular 23-15 Regulation amendments prescribing requirements for audit risk and improvement committees, internal audit and risk management
January 2024	<p>OLG Circular 23-16 Regulation amendments to protect the employment of waste workers</p> <p>OLG Circular 23-17 Update on councils' obligations under the Modern Slavery Act 2018 (NSW)</p>
February 2024	<p>OLG Circular 24-01 Constitutional referendums and council polls</p> <p>OLG Circular 24-02 Minor Works contract form for infrastructure delivery for councils</p>
March 2024	OLG Circular to Councils 24-03 - Revised performance and suspension orders
April 2024	OLG Circular 24-05 Information about rating 2024-2025
May 2024	Nil
June 2024	<p>OLG Circular 24-06 Privacy and the Mandatory Notification of Data Breach Scheme</p> <p>OLG Circular 24-07 End of Year Reporting Requirements for 2023/24 and Additional Information for 2024-2025</p> <p>OLG Circular 24-08 2024-2025 Determination of the Local Government Remuneration Tribunal</p> <p>OLG Circular 24-09 Amendments to the Local Government Act 1993 removing the option for councils to employ senior council executives under statutory contracts</p>

The following information relates to the attendance of the Mayor and Councillors at training as part of their ongoing professional development:

Date	Conference/Seminar	Participants
25 July 2023	Locale Learning - Refresher Code of Meeting Practice	Cr Black, Cr Bourke, Cr Fahey, Cr Hughes, Cr Law, Cr Kennedy, Cr Longley, Cr Nicholls, Cr Whitechurch
July - September 2023	Locale Learning - Planning mentoring sessions: Completed over a 12-week period	Cr Black, Cr Hughes
October - November 2023	Cyber Security NSW "The Essentials".	Cr Black, Cr Bourke, Cr Fahey, Cr Hughes, Cr Kennedy, Cr Nicholls, Cr Whitechurch
3 – 7 June 2024	Mediation Training	Cr Bourke, Cr Fahey

## Government Information Public Access Activity

*Government Information (Public Access) Act 2009 (GIPA Act) s 125 (1) & Government Information (Public Access) Regulation 2018 cl 8, schedule 2*

### Government Information (Public Access) Act Clause 8A:

Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	No

### Clause 8B:

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

Total number of applications received
61

### Clause 8C:

The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0.00%	0.00%	



## Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome\*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0.00%
Members of Parliament	0	0	0	0	0	0	0	0	0	0.00%
Private sector business	0	0	0	0	0	0	0	0	0	0.00%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0.00%
Members of the public (by legal representative)	0	23	0	1	0	0	0	0	24	39.34%
Members of the public (other)	0	35	1	1	0	0	0	0	37	60.66%
Total	0	58	1	2	0	0	0	0	61	
% of Total	0.00%	95.08%	1.64%	3.28%	0.00%	0.00%	0.00%	0.00%		

\* 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.

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications *	0	0	0	0	0	0	0	0	0	0.00%
Access applications (other than personal information applications)	0	58	1	2	0	0	0	0	61	100.00%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0.00%
Total	0	58	1	2	0	0	0	0	61	
% of Total	0.00%	95.08%	1.64%	3.28%	0.00%	0.00%	0.00%	0.00%		

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).



Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	0	0.00%
Invalid applications that subsequently became valid applications	0	0.00%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0.00%
Cabinet information	0	0.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%

Information provided to High-Risk Offenders Assessment Committee	0	0.00%
Total	0	

*\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.*

Table E: Other public interest considerations against disclosure: matters listed in the table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	1	1.69%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	58	98.31%
Business interests of agencies and other persons	0	0.00%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	59	

Table F: Timeliness

	Number of times consideration used*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	61	100.00%
Decided after 35 days (by agreement with applicant)	0	0.00%
Not decided within time (deemed refusal)	0	0.00%
Total	61	



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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0.00%
Review by Information Commissioner*	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	0	0	0	
% of Total	0.00%	0.00%		

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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

	Number of applications for review	% of Total
Applications by access applicants	0	0.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
Total	0	

Table I: Applications transferred to other agencies

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0.00%
Applicant - Initiated Transfers	0	0.00%
Total	0	

# Public Interest Disclosure Annual Reporting

## Public Interest Disclosure Act s 31

The Public Interest Disclosures Act 2022 (the PID Act), commenced on 1 October 2023. As per the PID Act, Council is required to submit a PID annual return to the NSW Ombudsman on an annual basis.

For the reporting period, Council is required to report:

- Total number of purported PIDs made by public officials to the reporting agency that were not public interest disclosures.
- Total number of purported PIDs that were made by other persons (not public officials) to the reporting agency that were not public interest disclosures.
- How many purported PIDs (that we not in fact PIDs) did the agency not deal with or cease to deal with as a PID because it was not made by a public official?
- How many purported PIDs (that we not in fact PIDs) did the agency not deal with or cease to deal with as a PID because it was not a report of serious wrongdoing?
- How many voluntary PIDs did the reporting agency finalise during this return period?
- How many voluntary PIDs did the reporting agency receive during the return period?

Federation Council did not receive any PIDs (purported or voluntary) during the period 1 October 2023 – 30 June 2024. Council's PID Annual Return was submitted to the NSW Ombudsman on 22 July 2024.

Federation Council promotes and supports a speak up culture to ensure any reports of wrongdoing are managed effectively. Federation Council is committed to:

- Creating a climate of trust, where people are comfortable and confident about reporting wrongdoing.
- Encouraging individuals to come forward if they are aware of wrongdoing within the council.
- Keeping the identity of the person disclosing wrongdoing confidential, (where this is possible and appropriate) and protecting the person from any adverse action resulting from them making a report.

- Ensuring managers and supervisors at all levels in the council understand the benefits of reporting a wrongdoing, are familiar with the council's PID policy, and aware of the needs of those who report wrongdoing.
- Providing adequate resources, to:
  - Encourage reports of wrongdoing.
  - Protect and support those who make them.
  - Provide training about how to make reports and the benefits of internal reports to the council and the public interest generally.
  - Properly assess and investigate or otherwise deal with allegations.

Throughout 2023-2024, the Council undertook the following actions to meet the requirements of the new PID Act and to promote staff awareness:

- Commenced a review of the Public Interest Disclosures Policy.
- Promoted PID Awareness Week to all employees - Ombudsman NSW hosted a series of free virtual sessions regarding the PID Act 2022.
- Inducted new employees on the PID Act and Policy.
- Updated the PID training resources on Council's Intranet site.





Section

# 06

*Pictured:  
Bangerang Park.*





## Section 6: Special Rate Variation

### Special Rate Variation 2021-2022

*Guidelines for the Preparation of an Application for a Special Rate Variation and General Income - section 7*

#### IPART instrument dated 14 May 2021

On 14 May 2021, IPART approved Council's application to permanently increase general rates income through a special rate variation (SRV) of 8% inclusive of the rate peg for 2021-2022.

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 on 26 April 2021.

In the IPART application the additional general rates income was allocated to fund the increased operating expenditure of the aquatic facility as detailed in the following table:

\$'000	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
SRV 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 2021-2031 contained the following projections:

\$'000	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
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 on Special Rate Variation 2021-2022 through to 2030-2031.



## 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 the additional general rates income of \$520,000 in 2023-2024, as forecast in the IPART application, was fully utilised for the operation of the Corowa Aquatic Centre.

2023-24	Actual \$'000	Proposed \$'000	Difference \$'000	Reasons
Operating expenditure	1,360	1,175	185	Actual operating expenditure is greater than originally forecast in 2021 due to higher labour, utilities and pool maintenance costs than originally expected.
less User fees and Charges	- 393	- 655	262	User fees and charges received continues to fall short of the modelling from the original business case. This year was an improvement on last year with an increase in admission and lane hire. However, the number of memberships has reduced and the Learn to Swim program started with one instructor at the beginning of the year. Another mild summer is also expected to have impacted on visitation.
Net expenditure to be funded by ratepayer	<b>967</b>	<b>520</b>	<b>447</b>	

## Outcome achieved as a result of the additional rates income

In 2023-24, the Corowa Aquatic Centre experienced the following highlights:

- 34,092 admissions.
- 253 memberships.
- 1,684 hours of lane hire.
- 271 learn to swim students enrolled.
- Physiotherapy classes delivered by a third party provider weekly.
- Continuation of the subsidised aqua exercise classes through Murrumbidgee Local Health District (MLHD) twice per week.

*Pictured: Learn to Swim at the Corowa Aquatic Centre.*



## Actual revenues, expenses and operating result against projections

The following table provides actual total operating revenue, operating expenditure and the operating result at a consolidated or whole-of-council level compared to projections contained in the SRV application to IPART, along with reasons for significant differences. Projections in the application were based on the 2021-2031 Long Term Financial Plan (LTFP) as adopted by Council in June 2020.

2023-24	Actual \$'000	Proposed \$'000	Difference \$'000	Reasons
Total operating revenue	73,907	42,605	31,302	<p>The following factors have contributed to the large variance:</p> <p><b>Rates and annual charges (\$4m):</b> LTFP was prepared with assumption of rate peg at 2.6% throughout the 10 years. However, Council was granted a temporary SRV of 19% for 2023-2024 (Year 4).</p> <p><b>Grants and contributions provided for operating purposes (\$15m):</b> Mainly from new grants including \$9.2m from Regional and Local Roads Repair Program, \$1m from Local Government Recovery Grants, \$1m flood grant and increase in Financial Assistance Grants by \$1m since 2021.</p> <p><b>Grants and contributions provided for capital purposes (\$9m):</b> At the time of preparation, the LTFP did not include additional income from the Saleyards upgrade (\$2.9m), Roads (\$3.5m), Regional Growth Fund (\$2.2m) and Crown Reserve Improvement Funds (\$0.4m).</p> <p><b>Interest and investment income (\$2m):</b> When this LTFP was prepared in early 2021, RBA cash rate target was at 0.10% and by June 2024, it has increased to 4.35% after 13 sets of rate changes. In addition, Council have received significant grant income in advance that increase available cash to be invested prudently.</p>
Total operating expenditure	51,853	40,379	11,474	In correlation with the increase of grants received, employee, materials and services (\$7.0m in total) costs have increased to deliver the funded projects. The remaining \$4m is due to increase in depreciation cost after asset revaluations, particularly in relation to roads since 2021.
Operating result (consolidated)	<b>22,054</b>	<b>2,226</b>	<b>19,828</b>	







# Special Rate Variation 2023-2024 to 2024-2025

## IPART instrument dated 13 June 2023

Council applied for a permanent Special Rate Variation (SRV) to increase general rates income by 74.59% over 4 years with 19% in 2023-2024, 17% in 2024-25, 14% in 2025-26 and 10% in 2026-27. The SRV is to fund asset renewals and improve Council's financial sustainability.

On 13 June 2023, IPART informed Council that it had approved a temporary SRV of 39.2% over 2 years with 19% in 2023-2024 and 17% in 2024-2025. The application for a higher permanent SRV was not approved due to shortcomings in meeting one of the evaluation criteria for an SRV. Acknowledging that Council's financial position would continue to deteriorate over the next 10 years without an SRV, IPART approved the temporary increase, and recommended Council undertake further engagement with the community regarding the need for increased general rates.

In the IPART application the additional general rates income was allocated to fund the expenditure as detailed in the following table:

\$'000	2023-24	2024-25
<b>SRV revenue above assumed rate peg</b>	<b>1,360</b>	<b>2,990</b>
<b>Funding for increased operating expenditures</b>		
<i>Develop masterplans for town main street revitalisation</i>	40	40
<i>Develop a Stormwater Drainage Strategy for urban areas</i>	50	50
<i>Facilitate training opportunities to support industry development in line with priorities identified in the Economic Development Strategy</i>	20	20
<i>Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024</i>	60	60
<i>Develop a tree management strategy to respond to changing climate</i>	20	20
<i>Develop a tree register for priority recreation reserves</i>	20	20
<i>Develop an annual program of events and exhibitions for Art Space at Corowa Civic Centre</i>	10	10
<i>Continue to progress Council's Friendship Agreement with Miki City</i>	15	15
	<b>235</b>	<b>235</b>
<b>Funding for increased capital expenditures</b>		
<i>Sealed local roads</i>	618	1,197
<i>Unsealed local roads</i>	191	371
<i>Urban stormwater drainage</i>	151	292
<i>Additional capital works based on asset management and financial sustainability needs</i>	165	895
	<b>1,125</b>	<b>2,755</b>



Under the IPART approval, Council's Long Term Financial Plan for 2023-2033 contained the following projections:

\$'000	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Operating revenue (LTFP)	32,156	28,697	30,848	32,937	34,698	35,409	36,135	36,577	37,336	37,864
Operating expenditure (LTFP)	32,764	33,435	34,100	34,208	34,601	35,127	35,855	36,060	36,451	36,943
Operating result (LTFP)	-608	-4,738	-3,252	-1,271	97	282	280	517	885	921

### Program of expenditure actually funded

In the IPART application the additional general rates income was allocated towards specific projects. During the development of the 2023-2024 Annual Budget, it was determined that some critical projects to reduce unacceptable risks could be addressed with these additional funds, when compared to previously identified projects. Accordingly, SRV funds totalling \$70,000 were reallocated to support asbestos inspections of Council buildings, a procurement officer to better manage and more quickly drive procurement processes and a financial hardship program for ratepayers.

The final program for the additional SRV funds is detailed in the following table, with actual expenditure for 2023-24 and funds carried forward to be expended in 2024-2025.

2023-2024	Actual \$'000	Proposed in IPART application \$'000	Annual Budget 2023-2024 \$'000	Unexpected funds carried forward to 2024-2025 \$'000		Reasons
<b>Operating expenditure</b> Develop masterplans for town main street revitalisation	-	40	-	-40		SRV funding reallocated to preventative maintenance of buildings, procurement officer and hardship relief.
Develop a Stormwater Drainage Strategy for urban areas	4	50	50	-46	45	Work to progress with Council success in obtaining Regional Housing Strategic Planning Fund. Further allocation of \$111,000 set aside in the 2024-2025 budget.
Facilitate training opportunities to support industry development in line with priorities identified in the Economic Development Strategy	-	20	-	-20	-	SRV funding reallocated to preventative maintenance of buildings, procurement officer and hardship relief.

Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024	38	60	60	-22	22	Expenditure has supported the delivery of marketing components of the NSW State Government grant funded North of the Murray Event Series, buy-in marketing opportunities with council partner - Murray Regional Tourism and several digital marketing initiatives to support seasonal promotion campaigns.
Develop a tree management strategy to respond to changing climate	-	20	40	-20	40	Council has been working with neighbouring councils to establish the species and tree planting methodology. Council is seeking quotes for the development of the strategy and for an arboriculture report that aligns with a risk matrix and life expectancy report for priority recreation reserves.
Develop a tree register for priority recreation reserves	-	20	-	-20	-	SRV funding merged into the tree management strategy project.
Develop an annual program of events and exhibitions for Art Space at Corowa Civic Centre	-	10	-	-10	-	SRV funding reallocated to preventative maintenance of buildings, procurement officer and hardship relief.
Continue to progress Council's Friendship Agreement with Miki City	14	15	15	-1	-	Project completed.
Preventative maintenance of buildings	64	-	79	64	15	Asbestos inspections across all council buildings completed. Gutter cleaning completed for approximately 25 council buildings.
Procurement Officer	47	-	100	47	53	The position was filled in February 2024. Since the position has been filled a greater number of tenders have been opened and faster progress for council related projects.
Hardship relief	-	-	50	-	50	Council considered options for an additional Pensioner Concession Scheme early in the financial year and determined not to proceed with a blanket approach that excluded other low-income earners. Council has adopted the revised Debt Management and Hardship Policy in August 2024. The update provides clearer assessment in providing financial assistance to eligible ratepayers that have been assessed as in hardship.



Capital expenditure						
Sealed local roads	426	618	618	-192	185	Projects completed with savings. Savings will be applied to additional road work for Back Berrigan (1.6km), Drain Lane (1.1km) and Howlong Goombargana Road (1.6km). Seal works will commence after completion of flood work.
Unsealed local roads	197	191	191	6	0	Project completed.
Urban stormwater drainage	12	151	161	-139	150	Preliminary concept design work has been completed for this project. Following completion of the Stormwater Drainage Strategy, the remaining funds can be used to implement the highest priority actions from the strategy.
Additional capital works based on asset management and financial sustainability needs	-	165	-	-165	-	SRV funding allocated to preventative maintenance of buildings, procurement officer and hardship relief.
	<b>802</b>	<b>1,360</b>	<b>1,364</b>	<b>-558</b>	<b>560</b>	

Council has approved to carry forward the unutilised allocation to FY2024-2025 at the July 2024 Council meeting.

### Outcomes achieved as a result of the additional general rates income

Council was able to achieve the following milestones with the additional income from the SRV:

- Continue to progress with the Miki City exchange program with an upcoming visit to Japan in September/October 2024.
- Completed 14.56 km reseal program of local roads:
  - Drain Lane (1.43km).
  - Back Berrigan Road (1.75km).
  - Greenvale Road (5km).
  - Emu Park Road (1.26km).
  - Goombargana Road (4.57km).
  - River Road (550m).
- Complete 5.89km re-sheeting program of local roads:
  - Woodhouse Road (1.24km).
  - Swan Lagoon Road (1km).
  - Sandy Ridges Road (2.3km).
  - Narrow Plain Roads.

- Continued visitor promotion to the region under the North of the Murray tourism branding.
- Completed asbestos inspections across all Council buildings. The recommendations from this will guide future budget requirements.

## Actual revenues, expenses and operating result against projections

The following table provides actual total operating revenue, operating expenditure and the operating result for General Fund compared to projections contained in the SRV application to IPART, along with reasons for significant differences. Projections in the application were based on the 2023-2033 Long Term Financial Plan (LTFP) as adopted by Council in June 2022.

2023-24	Actual \$'000	Proposed \$'000	Difference \$'000	Reasons
Total operating revenue	57,458	28,697	28,761	<p>The 2 main contributors to the difference are:</p> <p><b>Grants and contributions provided for operating purposes (\$14m):</b> During the financial year, Council recognised \$9.2m under AASB 1058 from unbudgeted grants received for the Regional and Local Roads Repair Program. Council also received operating grants from the Department of Infrastructure under the Roads to Recovery Program (\$1.2m) and Local Recovery Grants (\$1m).</p> <p><b>Grants and contributions provided for capital purposes (\$11m):</b> The forward estimates in the LTFP were prepared for new project income and expenditure. Funds for work adopted in previous years is treated as carry forward funds. This approach was adopted to more accurately represent the underlying financial position of Council in the LTFP. Significant grants were received for the Corowa Saleyards upgrade (\$2.9m), road repairs (\$3.5m) and \$2.2m received from the Regional Growth Fund.</p>
Total operating expenditure	36,903	33,435	3,468	<p>Council has been proactive in managing expenditure and keeping the variance to 10% from the original budget. The main contributor is from additional employee costs, materials and services (\$3.9m in total) to deliver unbudgeted state road maintenance work. This is offset by extra funding from Transport for NSW.</p>
Operating result (consolidated)	20,555	-4,738	25,293	



## Productivity savings and cost containment measures

Council have proposed these strategic approaches to improving productivity in its operations and asset management in the SRV application. Following are the achievement made in FY2023-2024:

### Productivity improvements and cost containment - calculated 2023-2024

This report reports on productivity improvements and cost containment strategies implemented and the financial impact for the 2023-2024 year.

Strategy	Initiatives	Outcomes expected to be achieved	Outcome type	Estimated impact 23-24 (per SV app'n) \$	Calculated impact 23-24 \$	Comments
Increase productivity of employees through training, use of technology and implementing different ways of operating	Implement recommendations from employee engagement survey	Increased productivity resulting from increased engagement (0.5% pf employee cost)	Productivity saving	226,912	74,246	Implemented improvements in 3 areas: <ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Reward and recognition</li> <li>• Recruitment and selection.</li> </ul> Upcoming employee engagements survey results will provide insights into progress in this area. Actual cost benefit not included in the calculated impact
	Upgrade the training room with video conferencing capability	Reduced time and cost of travelling between Council sites	Productivity saving			Implemented changes
	Implement Pulse delegations module	Eliminate current manual process and increase effectiveness of delegations framework	Productivity saving			Implemented module, eliminating manual process
	Implement Forms Express Flexipay for managing direct debits	Reduce manual work of processing direct debits and holding onto ratepayer bank account details	Productivity saving			Commenced implementation of Forms Express Flexipay resulting in time savings and reduction in errors

	Trial use of AI for initial drafting of correspondence		Productivity saving	226,912	74,246	
	Commitment to meetings finishing on time and also holding shorter meetings.		Productivity saving			
	Introduction of new operating software Corowa Saleyards reducing administration time					Cost \$20,000 - funded by State Govt as part of the EID implementation
	Claim management completed in-house		Cost reduction			Undertake claims management in-house rather than outsourced
	Application of regulator to reduce turf growth	Less growth results in less frequent mowing required	Productivity saving			Actual cost benefit not included in the calculated impact
	Continue to identify and implement other technology improvements	Increased productivity and reduced costs (estimated at quantified actual savings average)	Productivity savings / Cost reduction			
Reduce cost of energy across Council operations	Upgraded street lighting to LED	Reduced electricity costs	Cost containment			167,619
	Upgrade the 4 Bollard (ball) feature lights on Sanger Street outside Corowa Computers to solar power	Reduced electricity costs	Cost containment			
	Entered into Local Government Procurement state-wide purchasing contract for electricity	Reduced electricity costs	Cost containment	Savings under state contract compared to open market prices		



	Implement best practice fleet management in accordance with IPWEA Guidelines	Reduced vehicle costs	Cost containment	167,619	367,526	Reduction of vehicles; Review employee mv contributions and increases where required for CPI or other adjs (eg post tax)
Dispose underutilised assets	Sales of other vacant land or surplus assets	Increased proceeds to Council and reduced holding costs	Revenue increase	200,000	193,239	Sold Cobar Crt property and reduced packaged vehicles by 2
Protect and increase revenue streams	Introduced fees for civil works at 1.2% of cost of works	Revenue increase	Revenue increase	102,728	83,750	
	Secured smart and skilled training funding	Revenue increase	Revenue increase			
	Introduce market rent on rental properties	Revenue increase	Revenue increase			Increase to market rent on Urana and Howlong housing stock
	Introduce fees for re inspection	Revenue increase	Revenue increase			Fee introduced
	Introduction of Section 7.12 Development Contributions Plan	Revenue increase	Revenue increase			Fee introduced
	Updated Section 64 Water and Sewer headworks charges	Revenue increase	Revenue increase			Fee reviewed
	Introduce Section 307 certificate - contributions payable on CC or CDC	Revenue increase	Revenue increase			\$60 fee introduced
	Develop and implement leasing policy	Revenue increase	Revenue increase			Lease meeting room to Service NSW
Improve financial management practices	Reviewed residential lease employee subsidy	Introduced progressive rental increase	Revenue increase			25,000

	Access T corp for competitive interest rates	Reduced borrowing costs	Cost containment	25,000	17,476	Access Tcorp rates rather than commercial financiers
	Review cemetery fees (Stage 1)		Revenue increase			Implemented stage 1 review of cemetery fees
	Review fees and charges	Revenue increase	Revenue increase			
Changes service levels	Reduced print run and distribution of the Community Calendar which used to be posted to every household	Saving printing and postage costs	Cost reduction	5,000	10,252	Ceased production of Community Calendar
	Reduced Tourism service activity	Saving wages and other costs	Cost reduction	-	77,000	Reduced service level effective 1 Dec 2023
				<b>727,259</b>	<b>823,489</b>	
Operating expenditure				33,435,000	33,435,000	
Gain / loss on disposal of assets				-	-	
Operating expenditure (excluding gain / loss on disposal of assets)				33,435,000	33,435,000	
% of operating expenditure (excluding gain / loss on disposal of rates)				2.2%	2.5%	

*Pictured: Gorman Park, Mulwala.*





