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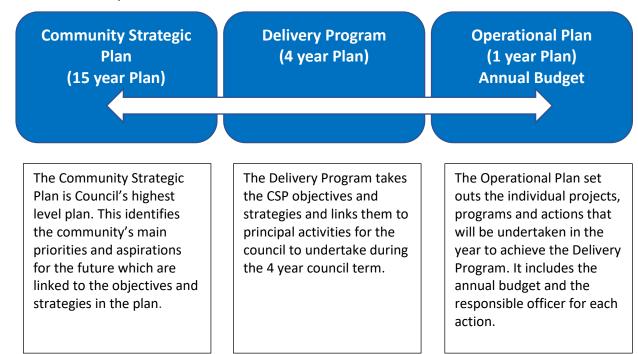
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#### THIS DOCUMENT

This document is a key part of Council's Integrated Planning and Reporting (IP&R) Framework and comprises two plans: the four year Delivery Program and the annual Operational Plan and Budget.

The IP&R Framework consists of a set of connected plans which sets out the services that council will deliver:



The Community Strategic Plan (CSP) is the community's vision for next 15-years. The CSP is linked to the Delivery Program, Operational Plan and Annual Budget.

The Delivery Program covers the period from 2025 - 2029 and it outlines the principal activities that Council will undertake, to enable the delivery of the elements of the CSP that Council is responsible for, within the resources Council has available.

This is important to understand, as the CSP is a whole of community document, and to achieve all of the long term aspirations of this plan, requires not only Council, but the community, the State and Federal Governments and many other stakeholders, all working together.

The Delivery Program explains how Council will serve the community by outlining:

- Services we must provide by law.
- Services we've agreed to deliver to residents and ratepayers.
- New projects and programs that work towards the objectives and strategies in the CSP.

The Delivery Program is supported by the one year Operational Plan and Annual Budget. The Operational Plan and Annual Budget provide a year-by-year breakdown of the projects, programs and the business as usual actions required to deliver services, that will be undertaken by Council to work towards achieving the commitments made in the Delivery Program.

The Delivery Program, Operational Plan and Annual Budget are supported by the Resourcing Strategy which consists of the following components:

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

### **FOREWORD**

Federation Council is proud to present the Delivery Council remains committed to: Program 2025-2029 and Operational Plan 2025-2026. This document outlines Council's four-year strategic direction and commitments, serving as a roadmap to achieve the community's aspirations defined in the Future Federation 2040 Community Strategic Plan (CSP). The Delivery Program and Operational Plan reflects Council's dedication to providing essential services, enhancing infrastructure, fostering economic growth, and protecting the natural environment, all while ensuring financial sustainability and good governance.

The community has told Council what matters most: better roads and infrastructure, suitable housing for all, strong local businesses, access to health services, and more events to bring the community together. This Delivery Program translates those aspirations into actions, ensuring that Council's initiatives respond directly to the needs of residents and businesses. The accompanying Operational Plan details the specific projects and services Council will deliver over the next 12 months.

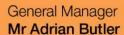
- Delivering core services effectively & efficiently
- Maintaining infrastructure to enhance the region's appeal and functionality
- Advocating for local businesses and industry to create a thriving economy
- Engaging with the community to ensure transparent and inclusive decision-making

The future presents both significant opportunities and challenges. Through careful planning, strong leadership, and developing meaningful partnerships, Federation Council will navigate these complexities and endeavor to build a future where people, the economy, and the environment have an opportunity to thrive.

Council extends its gratitude to the residents, businesses, community groups, and stakeholders who have contributed to shaping the Delivery Program. Your feedback, ideas, and vision for the future have been instrumental in developing a program that reflects our shared goals and aspirations.



Mayor Cr Cheryl Cook







### **OUR COUNCILLORS**



Cr Cheryl Cook Mayor



Cr Rowena Black Deputy Mayor



Cr David Bott



Cr Patrick Bourke



Cr David Harrison



Cr Andrew Kennedy



Cr Richard Nixon



Cr Derek Schoen



Cr Susan Wearne

## **OUR EXECUTIVE TEAM**



Adrian Butler General Manager

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

Jo Shannon
Deputy General Manager & Chief Financial Officer





# Susan Appleyard Director Planning, Place & Sustainability

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

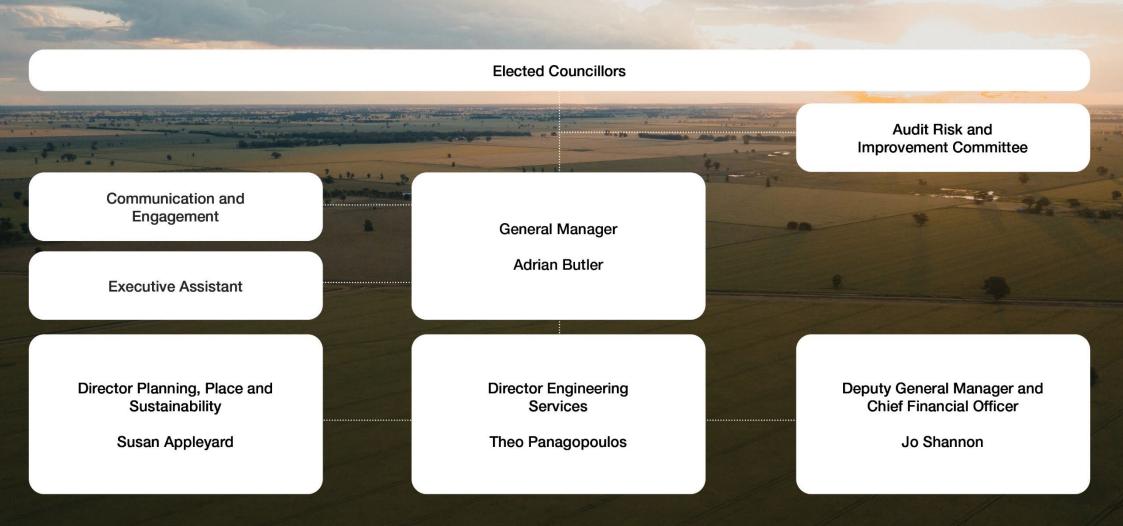


# Theo Panagopoulos Director Engineering Services

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



## **ORGANISATIONAL STRUCTURE**



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

## **VISION & VALUES**

#### CREATING OPPORTUNITY CELEBRATING COMMUNITY

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



## **Embracing Change**

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



## **Quality Outcomes**

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



## Accountability

We will plan well and report on our progress. We will ensure fair and transparent decisionmaking 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.



### **COUNCIL'S ROLE**

This document outlines Federation Council's role in the delivery of each principal activity, using the following terms:

**Provide:** Delivering services, infrastructure, facilities, programs, and planning while engaging with the community.

**Advocate:** Representing and amplifying the community's voice to achieve the best possible outcomes.

**Monitor:** Systematically observing, tracking, and assessing the conditions, activities, and trends within the region to gather information for informed planning, and action.

**Collaborate:** Building partnerships with the community, businesses, industries, other councils, and government agencies to achieve shared objectives.

## **COUNCIL SERVICES**

#### Pillar 1: Built Federation

Built Services Responsible Officer	
External Services to the Community	
Aerodromes (Corowa and Urana)	Manager Operations
	Manager Facilities & Environment
Bridges	Manager Operations
Cemeteries	Manager Recreation
Council Buildings	Manager Environment, Facilities & Regulations
	Manager Facilities & Environment
Domestic Waste	Manager Operations
Drainage	Manager Operations
Footpaths	Manager Operations
Landfills	Manager Operations
Roads	Manager Operations
Sewerage Operations	Manager Utilities
Sporting Playgrounds Presentation	Manager Recreation
Swimming Pools	Manager Environment, Facilities & Regulations
Waste Management	Manager Operations

Built Services	Responsible Officer
Water Operations	Manager Utilities
Internal Services to Ensure Service Excellence	
Depots	Manager Operations
Electrical Services	Manager Utilities
Engineering and Design	Manager Infrastructure
Quarries	Manager Operations

#### **Pillar 2: Economic Federation**

Economic Services	Responsible Officer		
External Services to the Community			
Caravan Parks	General Manager		
Corowa Saleyards	Manager Environment, Facilities & Regulations		
Economic Development	Manager Community & Economic Development		
Event Management	Manager Community & Economic Development		
Property Management	Manager Community & Economic Development		
Tourism	Manager Communications & Engagement		

#### **Pillar 3: Natural Federation**

Natural Services	Responsible Officer		
External Services to the Community			
Environmental Services and Natural Resources	Manager Environment, Facilities & Regulations		
Development Assessment and Building Control	Manager Planning & Development		
Strategic Land Use Planning	Manager Planning & Development		
Internal Services to Ensure Service Excellence			
Emergency Management	Manager Infrastructure		
Regulation and Compliance	Manager Environment, Facilities & Regulations		

#### **Pillar 4: Social Federation**

Social Services	Responsible Officer		
External Services to the Community			
Community Services	Manager Community & Economic Development		
Libraries	Manager Community & Economic Development		
Mobile Pre-School	Manager Community & Economic Development		

#### Pillar 5: Well-Governed Federation

Tillar 5. Well Governed rederation				
Well-Governed Services	Responsible Officer			
External Services to the Community				
Communications and Engagement	Manager Communications & Engagement			
Customer Services	Manager Information & Customer Service			
Service NSW	Manager Information & Customer Service			
Internal Services to Ensure Service Excellence				
Directorate Support	Deputy General Manager & Chief Financial Officer			

Directorate Support	Deputy General Manager & Chief Financial Officer
Executive Services	General Manager
Finance	Manager Finance
Fleet Management	Manager Operations
Governance	Manager People & Culture
Grants	Manager Community & Economic Development
Human Resources	Manager People & Culture
Information Technology	Manager Information & Customer Service
Procurement	Director Engineering Services
Risk And Safety	Manager People & Culture

### **COUNCIL SERVICE LEVELS**

To work towards the achievement of community aspirations and priorities, understanding the community's desired level of service is crucial. Federation Council plays a vital role in providing essential services and infrastructure. For those services under its direct responsibility, Federation Council will collaborate with the community to establish appropriate service levels, carefully balancing expectations with financial sustainability. For services Council delivers, the service levels are derived of two components – Community Service Levels (desired) and Technical Service Levels (required).

Maintaining this balance between community expectations, being desired service levels (smooth roads, clean public amenities), required technical service levels (e.g., weight capacity of our bridges, fire safety in our public buildings), and financial sustainability is an ongoing challenge. Therefore, Federation Council must align service expectations (community), and requirements (technical), within the available resources, capacity and community willingness to pay (e.g., levels of rates, fees and charges), and operational feasibility and other factors such as changing legislation requiring Councils to change levels of service.

Council has a program of <u>Service Reviews</u> (refer to page 29) for the planned reviews over the term of this Delivery Program, where the above factors are taken into account, enabling Council to make decisions on changing or maintaining service delivery each year on the particular service reviewed.

Current levels of service for infrastructure assets are assumed to be unsatisfactory. This conclusion is drawn from community feedback received in relation to infrastructure assets and professional assessment of the assets and their current and future asset management needs. Council is seeking to address this through the proposed Special Rate Variation (SRV) and this is planned for in the Long Term Financial Plan (LTFP).

Current levels of service have been used as a baseline for costing financial projections until such time as they are reviewed. Council still retains the ability to make adjustments to budgets across any services it feels necessary, in addition to the full Service Review processes. Where Council does this, it will be transparent in highlighting any of these changes through a range of methods and processes, including quarterly budget review adjustment and at the draft annual budget exhibition phase each year.

If Council's SRV application is not successful, Council will be required to address its financial sustainability risk urgently across 2025/26. Noting no major changes would be recommended in 2025/26 but Council will use this year to make the significant changes to ensure it retains sufficient cash to meet its obligations across the outer years. Council would also in the event of an unsuccessful SRV decision or a major reduction in the level of SRV awarded, also consider its options on future SRV applications.

Addressing this extreme financial risk of the SRV not being awarded at all, will require an average annual reduction of circa \$6 million, or 22% of cash operating expenditure, from Year 3 onwards. This would involve drastic service level reductions and could include ceasing all non-legislated services and reducing services where possible, such as:

- Ceasing community programs, tourism events, hard copy communications, visitor information services, youth programs, senior's programs, etc.
- Ceasing all tourism promotion.
- · Selling underutilised community halls.
- Reducing opening hours of libraries, swimming pools, council's customer service centres, etc.
- Reducing the number of parks and gardens maintained by council and reducing the standard to which remaining are maintained at.
- Introducing limitations on vehicles able to use roads and in times of wet weather.
- · Leasing out or sale of council buildings.

Community engagement would need to occur prior to any decisions being made to identify which services are most important to residents in the Federation Council area. Acting on this early in 2025/26 would provide a two-year window to engage with the community and employees and undertake relevant Service Reviews. This will enable Council to make informed service level decisions and introduce the significant reductions in service delivery to the organisation, and effectively the community.

#### **REPORTING ON PROGRESS**

#### **Evaluation**

Federation Council is committed to monitoring and evaluating the effectiveness of the Delivery Program and Operational Plan to ensure service delivery progress.

Success will be measured using the defined performance indicators aligned with the strategies of the CSP. Evaluation methods will include:

- Tracking progress against key performance indicators (KPIs) for each CSP objective.
- Reviewing service delivery outcomes and identifying areas for improvement.
- Engaging with the community to gather feedback on Council's performance.
- Financial and governance assessments to ensure responsible resource allocation.

Success will be determined by:

- Achieving key initiatives outlined in the Delivery Program and Operational Plan.
- Community satisfaction with services and infrastructure.
- Financial sustainability and adherence to budget allocations.
- Efficiency and effectiveness in project implementation.
- Compliance with legislative and governance standards.

#### Reporting

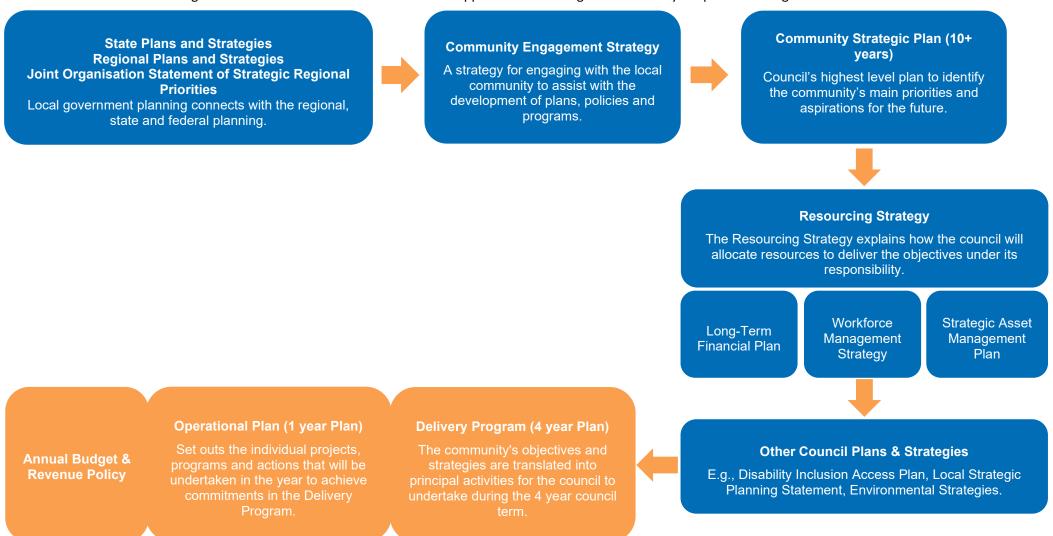
Council will periodically report on the progress of the activities undertaken in achieving the CSP objectives. Key reporting includes:

- Quarterly Budget Review Statements: Presented to Council to assess the financial performance and alignment of budget projections.
- Six Monthly Progress Reports: Prepared by the General Manager, providing updates on Delivery Program implementation.
- Annual Report: Published at the end of each financial year, detailing achievements against the Delivery Program and Operational Plan.
- State of Our Region Report: This report evaluates the effectiveness of Council in delivering key objectives over its four year term. It provides a community-focused assessment against CSP objectives and strategies and assists the incoming Council in reviewing the CSP and developing a new Delivery Program.



#### INTEGRATED PLANNING & REPORTING FRAMEWORK

The Integrated Planning and Reporting (IP&R) Framework, established under the Local Government Act 1993 and the Local Government General Regulation 2021, provides the structure for Council's planning and reporting. This framework ensures all strategies, plans, and reports are interconnected and aligned with the community's vision and priorities as outlined in the CSP. This integrated suite of documents ensures a unified approach to ensuring the community's aspirations are given the best chance of success.





#### **COMMUNITY STRATEGIC PLAN**

The Future Federation 2040 Community Strategic Plan (CSP)<sup>1</sup> is the community's aspirations and priorities for next 15-years. The CSP offers a long-term vision for our region, outlining clear aspirations and objectives for residents, businesses, community groups, and partners as we look towards 2040.

The CSP is structured around the following key questions and includes the following information:

Where are we now? This section details the current state and demographics of the Federation Region, outlining its existing strengths and the challenges it faces.

Where do we want to be in the future? This defines the community's priorities for the region, presented in order of importance.

How will we get there? This section sets out the community's collective aspirations for 2040 and the strategies we will use to achieve them.

How will we know we've achieved our CSP objectives? This provides the measures and indicators that will track the region's progress toward the CSP's objectives.

The CSP is structured around five pillars:

**Built Federation**: aims to enhance community life through infrastructure, with strategies focused on transport networks, utility and digital infrastructure, and local places and spaces.

Economic Federation: seeks a strong local economy, emphasising industry diversification, tourism promotion, and support for learning and employment.

**Natural Federation:** is focused on environmental stewardship, with strategies to protect the natural environment, responding to environmental changes, and facilitating responsible land use planning.

**Social Federation:** envisions a vibrant and connected community, pursuing strategies that acknowledge the community's heritage, supporting people of all ages, and fostering a safe and healthy environment.

**Well-Governed Federation:** emphasises strong, consultative, and responsive civic leadership, with strategies focused on community engagement in decision-making and ensuring the council's financial sustainability and effective leadership.

1 The draft Community Strategic Plan (CSP) was on public exhibition from 26 March to 28 April 2025. Council will consider all feedback received, and the CSP, and where considered appropriate, it will be revised to reflect community input, before being presented to Council for endorsement by 30 June 2025.

The "CSP: Plan on a Page" outlines Federation Council's five key pillars, the CSP objectives, and the CSP strategies.

The CSP guides the region's desired outcomes sought by 2040. Specifically, it:

- Outlines the community's long-term vision, aspirations, and priorities for the Federation region.
- Sets out objectives and strategies across key areas to achieve the community's long-term vision, aspirations, and priorities.
- Aligns with the latest NSW Government and where relevant Federal Government economic, social, environmental, cultural, transport, and land use legislation, strategies and policies.
- Takes into account the influence and alignment of key plans and strategies at local, regional, and state levels.

Federation Council has a custodial role in initiating, preparing, and maintaining this Plan, and its successful implementation relies on continued collaboration with all levels of government and agencies, non-government organisations, businesses, and the community. By working together, advocating for shared priorities, and leading strategic initiatives, we can create a better future for our region.

Each of us has a part to play in building a more liveable community, where economic prosperity, environmental responsibility, and social well-being are well balanced.

#### **RESOURCING STRATEGY**

Effective resourcing is crucial to achieving the strategies and principal activities outlined in the Delivery Program and Operational Plan. Federation Council has developed a Resourcing Strategy to prioritise the statutory functions and strategic initiatives, ensuring financial sustainability, workforce capability, and responsible asset management.

The Resourcing Strategy consists of three key plans:

### Long-Term Financial Plan 2025-2035 (LTFP)<sup>2</sup>

- Captures the financial requirements for service delivery, infrastructure maintenance and renewal, and strategic projects.
- Includes funding forecasts, rate variations, grants and alternative revenue sources.
- Addresses financial risks and mitigation strategies for long term sustainability.

### **Workforce Management Strategy 2025-2029**<sup>3</sup>

The significant themes captured within this strategy include:

- Empowering Growth, Driving Service: Investing in Federation Council's People.
- Building a Dynamic Workforce: Innovation, Development, and Dedication at Federation Council.
- Meeting Community Needs: A Focus on Growth, Capability, and Wellbeing at Federation Council.
- Valuing Our People: Embracing Growth, Diversity, and Adaptability at Federation Council.
- Shaping the Future: Developing a Skilled and Agile Workforce for Federation Council.

<sup>2</sup> Draft LTFP is currently on public exhibition from 30 April - 29 May 2025 and is available to access https://www.federationcouncil.nsw.gov.au/Connect/On-Exhibition

<sup>3</sup> Workforce Management Strategy 2022/23 – 2025/26 is available to access https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies. Workforce Management Strategy 2025-2029 is currently in draft and will be presented for endorsement to Council by 30 June 2025.

#### Strategic Asset Management Plan 2025-2035<sup>4</sup>

The plan incorporates the Asset Management Strategy and Plans and includes:

- A risk-based approach to asset management, focusing on managing risks to ensure the delivery of essential services.
- Key risks and strategies to mitigate risks.
- Recommended and planned scenarios for asset renewal, with varying levels of investment and corresponding financial implications, including the potential need for an SRV.

#### Key considerations from the Resourcing Strategy include:

An approved SRV implemented from July 2025, will enhance Council's financial sustainability (planned scenario). If this rate increase is approved, it will provide future benefit and security for our community by ensuring ongoing funding needs for assets can be planned and adequately budgeted for. If the rate increase is not approved, the baseline scenario will be implemented and the process for changes to services as outlined earlier will commence.

Planning is also underway to address water and sewer infrastructure needs in serviced communities. Improved asset management practices will ensure that funds invested in assets are used most effectively. There are some significant capital works required across the water and sewer networks, both in Treatment Plant upgrades and in some cases renewal, as well as additional trunk main infrastructure to better service existing areas and to cater for future growth. The Water and Sewer funds are entirely separate funds to the General Fund and are not subject to the SRV process. Any raising of fees in these funds proposed in coming years, needs to be undertaken within a full engagement and justification framework.

Investment in Council staff capability will ensure they are better able to deliver on legislative responsibilities and the priorities contained in the Delivery Program.

There are alternate scenarios for a higher cumulative percentage SRV and a scenario where partial funding is received for water and sewer infrastructure upgrades. Details on the recommended scenario and other alternate scenarios can be found in Council's LTFP 2025-2035.

Residents are encouraged to view the LTFP 2025-2035, Workforce Management Strategy 2025-2029 and Asset Management Strategy 2025-2035. These documents can be found on Council's website.

4 Strategic Asset Management Plan 2025-2035 is available to access https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies.

## **CSP: PLAN ON A PAGE**

The CSP: Plan on a Page shows Federation Council's five key pillars, and the specific CSP objective and CSP strategies for each pillar.

	BUILT	ECONOMIC	NATURAL	SOCIAL	WELL- GOVERNED
CSP Objective	Our infrastructure enhances the lives of our community.	Our economy is strong with learning, employment and business opportunities.	We are stewards of the natural environment for future generations.	A vibrant and connected community of people leading healthy and fulfilled lives.	Civic leadership is strong, consultative and responsive to our community's needs.
CSP Strategies	<ol> <li>1.1. Provide integrated and active transport infrastructure and networks in and between communities.</li> <li>1.2. Deliver resilient and reliable utility and digital communication infrastructure.</li> <li>1.3. Provide quality and welcoming local places and spaces.</li> </ol>	<ul><li>2.1. Diversify industry and thriving businesses.</li><li>2.2. Support local events and promote tourism experiences that showcase the region.</li><li>2.3. Support rich learning and employment opportunities.</li></ul>	<ul><li>3.1. Value, protect and enhance our natural environment.</li><li>3.2. Respond to our changing environment.</li><li>3.3. Facilitate consistent and appropriate land use planning and development decisions.</li></ul>	<ul><li>4.1. Acknowledge our beginnings, celebrate our diversity and culture.</li><li>4.2. Embrace and support people of all ages.</li><li>4.3. Foster a safe and healthy community.</li></ul>	5.1. Inform and engage the community in decision making. 5.2. Council is responsible and financially sustainable with effective leadership.



#### 2025 – 2029 DELIVERY PROGRAM SNAPSHOT

#### **CSP Objective**

#### **CSP Strategies & Delivery Program Principal Activities**

#### **BUILT**

Our infrastructure enhances the lives of our community.

- cor strategies & Delivery Program Principal Activities
- 1.1 Provide integrated and active transport infrastructure and networks between communities in our LGA and links to other areas.
- 1.1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry.
- 1.1.2 Work toward public transport that meets the needs of residents and industry.

- 1.2 Service our community with resilient and reliable utility and digital communication infrastructure.
- 1.2.1 Maintain and improve water and sewerage supply and sewerage services and systems.
- 1.2.2 Maintain and improve waste management services.
- 1.2.3 Maintain and improve flood protection services and systems.
- 1.2.4 Work toward digital connectivity that meet the needs of residents and industry.

- 1.3 Provide quality and welcoming local places and spaces.
- 1.3.1 Ensure attractive and vibrant public spaces.
- 1.3.2 Provide quality recreational spaces.
- 1.3.3 Maintain and improve aquatic, recreational, and other community facilities.

#### **ECONOMIC**

Our economy is strong with learning, employment and business opportunities.

- 2.1 Diversified industry and thriving businesses.
- 2.1.1 Support a collaborative regional approach to economic development.
- 2.1.2 Support inward investment.
- 2.1.3 Support the agricultural industry.
- 2.1.4 Enhance retail.
- 2.1.5 Support business development.
- 2.1.6 Support entrepreneurship and industrial diversification.

- 2.2 Promote tourism and vibrant events to become a top destination.
- 2.2.1 Increase tourism.
- 2.2.2 Support a calendar of community and tourism events.
- 2.3 Support rich learning and employment opportunities.
- 2.3.1 Work toward achieving higher rates of population and growth in employment, especially in youth and young family segments.
- 2.3.2 Support workforce development.
- 2.3.3 Support access to quality education.

#### **CSP Objective**

#### **CSP Strategies & Delivery Program Principal Activities**

#### **NATURAL**

We are stewards of the natural environment for future generations.

- 3.1 Value, protect and enhance our natural environment.
- 3.1.1 Conserve and utilise public lands.
- 3.1.2 Support responsible land management practices.
- 3.1.3 Conserve and utilise waterways and develop their frontages.

- 3.2 Respond to our changing environment.
- 3.2.1 Improve resilience to shocks and natural disasters.
- 3.2.2 Ensure appropriate emergency management.
- 3.3 Facilitate consistent and appropriate land use planning and development decisions.
- 3.3.1 Implement consistent and appropriate land use planning outcomes.
- 3.3.2 Ensure forward planning for Federation Council area meets the needs of residents and industry.

#### **SOCIAL**

A vibrant and connected community of people leading healthy and fulfilled lives.

- 4.1 Acknowledge our beginnings, celebrate our diversity and culture.
- 4.1.1 Celebrate the area's rich culture and heritage.
- 4.1.2 Provide library services and programs accessible to all residents.
- 4.1.3 Encourage community pride and spirit.

- 4.2 Embrace and support people of all ages.
- 4.2.1 Support young people.
- 4.2.2 Encourage an age-friendly environment.
- 4.3 Foster a safe and healthy community.
- 4.3.1 Ensure community safety.
- 4.3.2 Work to address disadvantage.
- 4.3.3 Support childcare and family services.
- 4.3.4 Improve healthcare.

#### **WELL-GOVERNED**

Civic leadership is strong, consultative and responsive to our community's needs.

- 5.1 Inform and engage the community in decision making.
- 5.1.1 Create and participate in collaborative networks.
- 5.1.2 Ensure extensive communication and consultation with residents.
- 5.2 Council is responsible and financially sustainable with effective leadership.
- 5.2.1 Sustainably manage Council's finances, assets and workforce.
- 5.2.2 Ensure quality customer service.
- 5.2.3 Provide operational efficiency and effectiveness to ensure resilient and responsive organisation.
- 5.2.4 Provide effective asset management.
- 5.2.5 Work toward the equitable service of all areas.
- 5.2.6 Ensure good governance and administration.

## **2025 – 2029 MAJOR PROJECTS**

	• Prepare an Individual Asset Management Plan for roads, bridges and footpaths, including a review of road hierarchies to agree on service levels with the community.
	• Implement a \$27.7 million Capital Works renewal and improvement program over four years for roads, bridges, footpaths (subject to SRV, note the baseline scenario provides a \$16.5 million program).
	Develop a Stormwater Drainage Strategy for urban areas.
BUILT	• Implement a \$1.7 million Capital Works improvement program over four years for drainage (subject to SRV, note the baseline scenario provides a \$0.3 million program).
	Finalise Water and Sewer Strategic Plans, develop implementation plans and commence implementation.
	Complete upgrade to Howlong Water Storage and Supply.
	Continue planning for construction of the new Corowa Sewerage Treatment Plant.
	Commence planning for the upgrade of the Mulwala Water Treatment Plant.
	Update and implement the Economic Development Strategy.
ECONOMIC	Finalise and implement agreed recommendations from the adopted Corowa Aerodrome Service Review.
	Secure long-term investment and operation of Ball Park Caravan Park Corowa.
	Implement the Waste Management Strategy.
NATURAL	Undertake flood recovery activities as funded through Severe Weather Funding, Disaster Recovery Funding and insurance.
	<ul> <li>Finalise the Growth Management Strategy to enable preparation of a new Local Environmental Plan.</li> </ul>
	Implement the updated Ageing Well Strategy.
SOCIAL	Finalise and implement the new Child Youth and Family Strategy.
	Implement the Disability Inclusion Action Plan.
	Develop and implement a Financial Improvement Plan, with further detailed goals to continue to improve financial sustainability.
WELL-GOVERNED	Progress priority recommendations from the University of Newcastle Independent Review.
WELL-GOVERNED	Implement Asset Management Improvement Plan.
	Implement the agreed actions from the new Community Engagement Strategy.

### 2025 – 2029 EFFICIENCY AND PRODUCTIVITY STRATEGIES

This table outlines the projected financial benefits of several strategic initiatives the Council will undertake between 2025/26 and 2028/29. These strategies target key areas including boosting employee productivity, lowering operational energy costs, securing and growing revenue, and refining financial management. The estimated dollar impact of each initiative, along with the total projected impact and its proportion of operating expenditure (excluding asset disposal gains/losses), is presented for each financial year.

Strategy	Estimated impact 2025/26	Estimated impact 2026/27	Estimated impact 2027/28	Estimated impact 2028/29
	\$	\$	\$	\$
Increase productivity of employees through training, use of technology and implementing different ways of operating	129,376	133,647	138,066	142,898
Reduce cost of energy across Council operations	182,640	189,536	196,699	203,583
Protect and increase revenue streams	41,054	52,491	204,328	211,479
Improve financial management practices	100,188	105,862	113,673	117,651
Other initiatives to reduce expenditure	23,000	23,805	24,638	25,500
Changed service levels	312,656	321,605	330,871	342,451
	788,915	826,945	1,008,275	1,043,564
Operating expenditure (excluding gain / loss on disposal of assets)	38,522,000	38,868,000	39,288,000	40,935,000
% Of operating expenditure (excluding gain / loss on disposal of assets)	2.0%	2.1%	2.6%	2.5%

## **2025 – 2029 SERVICE REVIEWS**

#### **Pillar 1: Built Federation**

Built Services	Responsible Officer	2025/26	2026/27	2027/28	2028/29
Aerodrome	Manager Operations	<u>2025/26</u> <u>Action 5.18</u>	-	-	-
Council Buildings	Manager Environment, Facilities & Regulations  Manager Facilities & Environment	<u>2025/26</u> <u>Action 5.21</u>	-	-	-
Landfills	Manager Operations	-	-	✓	-
Roads	Manager Operations	-	-	-	✓
Sewerage Operations	Manager Utilities	<u>2025/26</u> <u>Action 1.11</u>	-	-	-
Sporting Playgrounds Presentation	Manager Recreation	-	✓	-	-
Water Operations	Manager Operations	<u>2025/26</u> <u>Action 1.11</u>	-	-	-
Depots	Manager Operations	-	-	-	✓
Electrical Services	Manager Utilities	-	-	✓	-
Engineering and Design	Manager Infrastructure	-	-	✓	-
Quarries	Manager Operations	-	✓	-	-

#### **Pillar 2: Economic Federation**

Economic Services	Responsible Officer	2025/26	2026/27	2027/28	2028/29
Caravan Parks	General Manager	-	✓	-	-
Economic Development	Manager Community & Economic Development	2025/26 Action 5.22	-	-	-
Corowa Saleyards	Manager Environment, Facilities & Regulations	2025/26 Action A2.5		-	-
Tourism	Manager Communications & Engagement	<u>2025/26</u> <u>Action 5.23</u>	-	-	-

#### **Pillar 3: Natural Federation**

Natural Services	Responsible Officer	2025/26	2026/27	2027/28	2028/29
Environmental Services and Natural Resources	Manager Environment, Facilities & Regulations	-	-	-	✓
Development Assessment and Building Control	Manager Planning & Development	<u>2025/26</u> <u>Action 5.20</u>	-	-	-
Regulation and Compliance	Manager Environment, Facilities & Regulations	-	-	✓	-

#### **Pillar 4: Social Federation**

Social Services	Responsible Officer	2025/26	2026/27	2027/28	2028/29
Community Services	Manager Community & Economic Development	-	-	✓	-
Libraries	Manager Community & Economic Development	-	✓	-	-
Swimming Pools (Corowa Aquatic Centre)	Manager Environment, Facilities & Regulations	-	✓	-	-

#### Pillar 5: Well-Governed Federation

Well-Governed Services	Responsible Officer	2025/26	2026/27	2027/28	2028/29
Communications and Engagement	Manager Communications & Engagement	<u>2025/26</u> <u>Action 5.19</u>	-	-	-
Customer Services	Manager Information & Customer Service	-	-	-	✓
Finance	Manager Finance	-	✓	-	-
Human Resources	Manager People & Culture	-	-	✓	-
Risk And Safety	Manager People & Culture	<u>2025/26</u> Action 5.24	-	-	-

#### 2025 -2029 FINANCIAL SUMMARY

From a financial perspective based on current levels of service and asset conditions, Council is at a cross road. Council has submitted an SRV application to the Independent Pricing and Regulatory Tribunal (IPART) for a 69.94% increase to general rates over two years from 1 July 2025 to enable Council to renew its road infrastructure and improve its financial sustainability. This cumulative increase effectively includes the temporary 19.00% and 17.00% SRV increases approved and levied in 2023/24 and 2024/25.

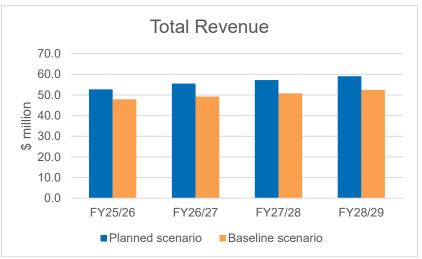
If Council's IPART application is approved (planned scenario), total general rates will increase from 1 July 2025. This will enable Council to implement its asset renewal plans as detailed in this plan. It will enable Council to better address preventative building maintenance issues and improve its financial sustainability. Key financial sustainability measures will improve under this scenario.

If Council's IPART application is not approved (baseline scenario), total general rates will decrease from 1 July 2025. This will require Council to implement drastic service level reductions, which will ultimately be the decision of Council after community and staff consultation. It would likely require actions such as ceasing community programs, tourism events, hard copy communications, visitor information services, youth programs and senior's programs, selling underutilised community halls and other buildings and land, and introducing limitations on vehicles that are able to use roads and in times of wet weather. Community engagement would need to occur prior to any decisions being made to identify which of these is most important to residents in the Federation Council area.

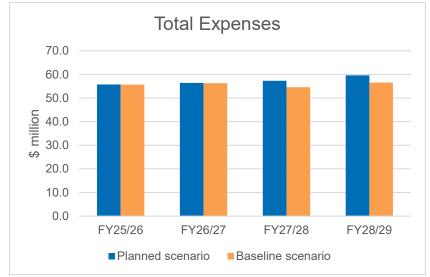
Under either scenario, other financial improvements strategies, such as implementing productivity improvements and cost containment strategies, advocating for increased funding from State and Commonwealth Governments and implementing improved asset management practices, will also be progressed.

These two scenarios are included in the draft Delivery Program 2025 – 2029 and the draft Operational Plan for 2025/26. IPART's SRV decision is expected by June 2025. The final documents adopted by Council at the June 30 Council meeting, will only include the scenario that will be implemented from 1 July 2025.

Over the four years, total revenue will increase from \$52.6 million in 2024/25 to \$59.2 million in 2028/29 under the planned scenario or reduce to \$52.5 million in 2028/29 under the baseline scenario.

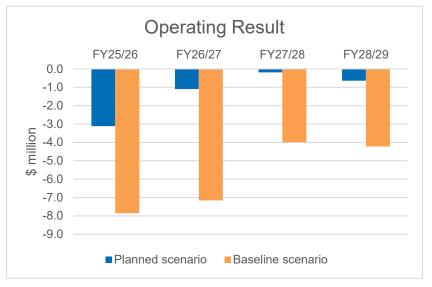


Total expenses will increase from \$55.0 million in 2024/25 to \$59.6 million in 2028/29 under the planned scenario or to \$56.65 million in 2028/29 under the baseline scenario.

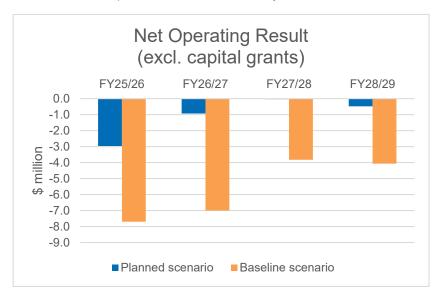


The Operating Result will improve from a \$2.4 million deficit in 2024/25 to a \$0.5 million deficit in 2028/29 under the planned scenario or deteriorate to a \$4.1 million

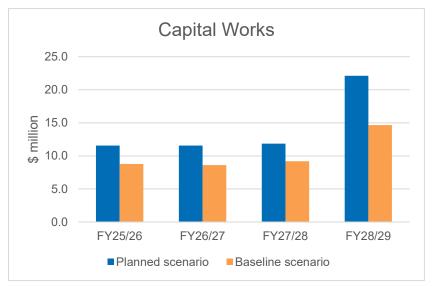
deficit in 2028/29 under the baseline scenario.



The Net Operating Result excluding capital grants, a more relevant measure of financial sustainability, will improve from a \$3.5 million deficit in 2024/25 to a \$0.6 million deficit in 2028/29 under the planned scenario or deteriorate to a \$4.2 million deficit in 2028/29 under the baseline scenario.



Under the planned scenario, additional general rate revenue will enable a \$57.1 million capital works program to be delivered over the four years. Without additional general rates, the capital works program will be limited to \$41.2 million over the period. The capital works program under both scenarios is focused on the renewal of existing assets rather than new assets.



# **Operating Statement**

Income Statement Projections (\$'000)		Planned So	enario		Baseline Scenario				
	FY25/26	FY26/27	FY27/28	FY28/29	FY25/26	FY26/27	FY27/28	FY28/29	
Income from Continuing Operations									
Rates and Annual Charges	25,621	28,063	29,353	30,713	20,861	21,983	23,060	24,199	
User Charges and Fees	10,439	11,091	11,331	11,859	10,439	11,091	11,331	11,859	
Interest & Investment Revenue	1,519	1,489	1,565	1,327	1,467	1,343	1,374	1,248	
Other Revenues	441	456	470	486	441	456	473	489	
Grants & Contributions for Operating Purposes	14,291	14,243	14,373	14,547	14,291	14,243	14,373	14,547	
Grants & Contributions for Capital Purposes - Cash	150	156	162	165	150	156	162	165	
Net Gains from the Disposal of Assets	300	-	-	-	300	-	-	-	
Total Income from Continuing Operations	52,761	55,498	57,254	59,097	47,949	49,272	50,773	52,507	
<b>Expenses from Continuing Operations</b>									
Employee Costs	20,375	20,706	21,103	21,743	20,375	20,706	20,438	21,055	
Borrowing Costs	490	457	422	385	490	457	422	385	
Materials and Services	18,918	18,993	19,138	20,128	18,918	18,993	17,364	18,292	
Depreciation	15,325	15,634	15,954	16,632	15,248	15,473	15,709	16,149	
Other Expenses	620	642	664	687	620	642	664	687	
<b>Total Expenses from Continuing Operations</b>	55,728	56,432	57,280	59,574	55,651	56,271	54,596	56,568	

Income Statement Projections (\$'000)		Planned Scenario			Baseline Scenario				
	FY25/26	FY26/27	FY27/28	FY28/29	FY25/26	FY26/27	FY27/28	FY28/29	
Income from Continuing Operations									
Operating Result from Continuing Operations Surplus/(Deficit)	- 2,967	- 934	- 26	- 477	- 7,702	- 6,999	- 3,823	- 4,061	
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	- 3,117	- 1,090	- 188	- 642	- 7,852	- 7,155	- 3,985	- 4,226	

# **Capital Expenditure**

Capital Works Statement Projections (\$'000)		Planned S	cenario		Baseline Scenario				
	FY25/26	FY26/27	FY27/28	FY28/29	FY25/26	FY26/27	FY27/28	FY28/29	
Sealed Roads	4,579	4,739	4,905	5,077	3,293	3,409	3,528	3,651	
Unsealed Roads	824	853	883	913	580	600	621	643	
Bridges	-	-	-	4,246	-	-	-	-	
Kerb and gutter	52	54	55	57	-	-	-	-	
Footpaths	104	107	111	115	52	54	55	57	
Buildings	766	916	870	1,176	440	455	471	488	
Stormwater drainage	414	428	443	459	62	64	67	69	
Sewerage	1,030	986	768	4,877	1,030	986	768	4,877	
Water	1,051	772	912	3,032	1,051	772	912	3,032	
Plant, machinery and equipment	2,265	2,296	2,261	1,783	1,774	1,862	2,136	1,461	
Computers and telecommunications	228	201	639	151	228	201	639	151	
Landfill cells	259	214	-	230	259	214	-	230	
Total Capital Works	11,570	11,566	11,847	22,116	8,768	8,617	9,197	14,659	

# **HOW TO READ THE DELIVERY PROGRAM**

This Delivery Program outlines Federation Council's plans to achieve the objectives set out in the CSP. It details the activities the Council will undertake during 2025 - 2029, the potential risks involved and how success will be measured.

This section is arranged by Federation Council's five pillars:

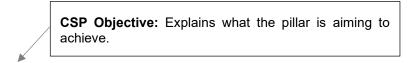
BUILT	ECONOMIC	NATURAL	SOCIAL	WELL-GOVERNED

Each Pillar includes the following information:

#### Delivery Program 2025 – 2029

- Description of the mandatory and discretionary services that the pillar is responsible for.
- Describes Council's role for each pillar:
  - o Provide: Delivering services, infrastructure, facilities, programs, and planning while engaging with the community.
  - Advocate: Representing and amplifying the community's voice to achieve the best possible outcomes.
  - Monitor: Systematically observing, tracking, and assessing the conditions, activities, and trends within the region to gather information for informed planning, and action.
  - o Collaborate: Building partnerships with the community, businesses, industries, other councils, and government agencies to achieve shared objectives.

• Includes the CSP Objective for the pillar, CSP Strategy, Delivery Program Principal Activity and Responsible Department:



CSP Objective: Our infrastructure enhances the lives of our community.

CSP Strategy	Delivery Program Principal Activity	Responsible Department		
1.1 Provide integrated and active transport infrastructure and networks between communities in	1.1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry.	Engineering Services		
our LGA and links to other areas.	1.1.2 Work toward public transport that meets the needs of residents and industry <sup>5</sup> .	Engineering Services		
CSP Strategy: A high-level approach to achieving the CSP.	Delivery Program Principal Activity: Specific actions the Council will take during 2025 -2029 to implement the CSP Strategy.	Responsible Department: The Council department responsible for carrying out the activity.		

- Risks to Achieving the CSP Objective: Potential challenges that could hinder the Council's progress.
- Mitigation strategies: Actions the Council will take to manage the identified risks (Note: detailed strategies are in the Operational Plan).
- How We Measure Success: Includes the specific action being measured, key performance indicator, the unit of measurement and the target.

#### **Operating Budget Report 2025 - 2029**

An Operating Budget Report is provided for each pillar – Built, Economic, Natural, Social and Well-Governed.

The reports detail the projected income and expenses for various council activities over the 2025 – 2029 period for the specific pillar. The report provides figures for the 2025 budget, a planned scenario budget and a baseline scenario budget.

#### **Capital Program Summary 2025 -2029**

A Capital Program Summary is provided for the pillars – Built and Well-Governed. There is no Capital Program planned for Economic, Natural and Social.

The reports outline the planned capital expenditures on assets (e.g., plant, equipment, buildings, infrastructure). It demonstrates the Council's investment in maintaining and improving its assets. The report provides figures for the 2025 budget, a planned scenario budget 2025 -2029 and a baseline scenario budget 2025 -2029.



#### **Built Federation**

Council Role: Provide, Advocate (public transport & communication), Monitor, Collaborate

Built Federation aims to enhance community connection and well-being through well-maintained roads and transport networks, reliable utilities, and vibrant public spaces.

Council delivers essential services, including the operation of asset management systems, ensuring developer compliance with engineering standards, and providing safe, licensed water and sewerage. We prioritise the maintenance, renewal, and operation of critical infrastructure, such as rural and urban road networks, footpaths, shared ways, and bicycle paths, as well as water and sewerage systems for our towns. Furthermore, we manage essential assets like dams, flood mitigation systems, and public lighting. These efforts contribute to safe, connected, and functional communities.

We focus on creating thriving public spaces and recreational facilities. This includes ensuring we have clean and safe town centres, maintaining community buildings, and enhancing amenities. We advocate for improved community services, such as flood plain management, public transport, and telecommunications, by working with government agencies.

By delivering and maintaining quality infrastructure and advocating for essential services, we are building a stronger, more connected Federation.

## **Supporting the CSP Objective**

CSP Objective: Our infrastructure enhances the lives of our community.

CSP Strategy	Delivery Program Principal Activity	Responsible Department
1.1 Provide integrated and active transport infrastructure and networks between communities in our LGA and	1.1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry.	Engineering Services
links to other areas.	Engineering Services	
1.2 Service our community with resilient and reliable utility and digital	1.2.1 Maintain and improve water supply and sewerage services and systems.	Engineering Services
communication infrastructure.	1.2.2 Maintain and improve waste management services.	Engineering Services
	1.2.3 Maintain and improve flood protection services and systems.	
	1.2.4 Work toward telecommunications that meet the needs of residents and industry <sup>5</sup> .	General Manager's Office
1.3. Provide quality and welcoming local places and spaces.	1.3.1 Ensure attractive and vibrant public spaces.	Engineering Services
	1.3.2 Provide quality recreational spaces.	
	Engineering Services Planning, Place & Sustainability	

<sup>&</sup>lt;sup>5</sup> Measuring advocacy is inherently challenging due to its reliance on sustained effort, external collaboration, and outcomes largely determined by others. Our actions aim for long-term impacts such as strengthened partnerships, improved policies, or increased access to funding.

#### **Risks to Achieving the CSP Objective**

Key risks to achieving our objective of enhancing community lives through infrastructure include:

- Ageing infrastructure: Potential for failures leading to service disruptions, safety hazards, and escalating remediation costs.
- Escalating costs: Rising material and construction expenses could strain budget allocations for infrastructure projects.
- Increased natural disaster impact: Greater frequency and intensity of events like floods and bushfires could damage critical infrastructure.

Managing these risks involves appropriately strategic planning for the long term needs of the community and ensuring a risk-based approach to managing infrastructure. Mitigation strategies to reduce these risks are contained within the Operational Plan.

#### **How We Measure Success**

Activity	Key Performance Indicator	Measure	Target					
Activity	key Performance mulcator	iviedsure	2025/26	2026/27	2027/28	2028/29		
1.1.1	Sealed roads renewed (planned scenario) <sup>6</sup> .	km	23	23	23	23		
1.1.1	Sealed roads renewed (baseline scenario) <sup>6</sup> .	km	13	13	13	13		
1.2.1	Sewer compliance with EPA license.	%	100	100	100	100		
1.2.1	Water quality meets Australian Drinking Water Guidelines.	%	100	100	100	100		
1.2.2	Recycling - Resource recovery rate <sup>7</sup> .	% by weight	74.95	75.68	76.42	77.17		

<sup>&</sup>lt;sup>6</sup> Strategic Asset Management Plan 2025 - 2035

<sup>&</sup>lt;sup>7</sup> Waste Management Strategy 2024 - 2030

A ativitus	V. Doufous and Indicator	Managema		Tar	Target			
Activity	Key Performance Indicator	Measure	2025/26	2026/27	2027/28	2028/29		
1.2.2	Organics - Resource recovery rate <sup>7</sup>	% by weight	91.74	92.63	93.54	94.45		
1.2.2	Refuse - Generation rate by weight when a bin is presented <sup>7</sup>	Kg/hh/week	6.88	6.82	6.75	6.68		
1.2.3	Federation Villages Floodplain Risk Management Study and Plan actions implemented	number	As funded	As funded	As funded	As funded		
1.2.3	Corowa, Howlong and Mulwala Floodplain Risk Management Study and Plan actions implemented	number	-	As funded	As funded	As funded		
1.3.1	Community satisfaction parks and playground	%	>80%	>80%	>80%	>80%		
1.3.2	Community satisfaction with sporting facilities and grounds	%	>80%	>80%	>80%	>80%		
1.3.3	Community satisfaction with aquatic facilities	%	>70%	>70%	>70%	>70%		
1.3.3	Community satisfaction with community buildings/halls	%	>80%	>80%	>80%	>80%		
1.3.3	Visits to Corowa Aquatic Centre per capita <sup>8</sup>	#	3.0	3.0	3.0	3.0		

<sup>&</sup>lt;sup>8</sup> Corowa Aquatic Centre Business Plan 2022/23 – 2025/26

# **Operating Budget Report 2025 - 2029**

Income and	Expense -	Built	Federation
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	Budget		Planned So	enario			Baseline S	cenario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Aerodrome									
Income	40	20	21	21	22	20	21	21	22
Expenses	121	141	146	151	156	133	138	143	148
Total Aerodrome	-81	-121	-125	-130	-134	-113	-117	-122	-126
Non Potable Water Supplies									
Income	27	27	28	29	30	27	28	29	30
Expenses	40	36	37	39	40	36	37	39	40
<b>Total Non Potable Water Supplies</b>	-13	-9	-9	-10	-10	-9	-9	-10	-10
<b>Building Operations &amp; Maintenance</b>									
Income	226	198	235	244	252	198	235	244	252
Expenses	1,110	1,202	1,244	1,288	1,333	1,184	1,225	1,268	1,313
<b>Total Building Operations &amp; Maintenance</b>	-884	-1,004	-1,009	-1,044	-1,081	-985	-990	-1,025	-1,060
Depot									
Income									
Expenses	647	689	713	738	764	686	710	735	761
Total Depot	-647	-689	-713	-738	-764	-686	-710	-735	-761
Domestic Waste									
Income	2,812	2,931	3,033	3,139	3,249	2,931	3,033	3,139	3,249
Expenses	2,599	2,719	2,814	2,912	3,014	2,719	2,814	2,912	3,014
Total Domestic Waste	214	212	219	226	234	212	219	226	234

## Income and Expense - Built Federation

	Budget		Planned S	cenario			Baseline So	enario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Engineering									
Income	30	30	31	32	33	30	31	32	33
Expenses	1,583	1,684	1,592	1,502	1,271	1,684	1,592	1,502	1,271
Total Engineering	-1,553	-1,654	-1,561	-1,470	-1,237	-1,654	-1,561	-1,470	-1,237
Plant Operating									
Income	80	100	104	107	111	100	104	107	111
Expenses	2,333	2,470	2,556	2,646	2,739	2,470	2,556	2,646	2,739
Total Plant Operating	-2,253	-2,370	-2,453	-2,539	-2,628	-2,370	-2,453	-2,539	-2,628
Quarries									
Income	66	66	67	68	69	66	67	68	69
Expenses	66	80	83	86	89	78	81	84	87
Total Quarries		-14	-16	-18	-20	-12	-14	-16	-18
Roads & Drainage									
Income	6,281	3,920	3,923	3,894	3,850	3,920	3,874	3,869	3,855
Expenses	7,139	7,530	7,667	7,467	7,629	7,528	7,665	5,043	5,122
Total Roads & Drainage	-858	-3,610	-3,745	-3,573	-3,779	-3,608	-3,791	-1,174	-1,267
Sec 7.12. Levy									
Income	-	50	52	54	55	50	52	54	55
Expenses	-	-	-	-	-	-	-	-	-
Total Sec 7.12 Levy		50	52	54	55	50	52	54	55
Sewer									
Income	7,314	6,989	7,541	8,165	8,723	6,989	7,541	8,165	8,723
Expenses	3,349	3,437	3,531	3,499	3,731	3,431	3,525	3,493	3,724
Total Sewer	3,965	3,553	4,010	4,666	4,993	3,558	4,016	4,673	4,999

Income a	and Expense -	- Built F	ederation
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	Budget	lget Planned Scenario					Baseline So	cenario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Waste									
Income	1,073	1,084	1,122	1,161	1,202	1,084	1,122	1,161	1,202
Expenses	973	965	999	1,034	1,070	964	998	1,033	1,069
Total Waste	101	119	123	127	132	120	124	128	133
Water									
Income	7,815	7,830	8,195	8,561	8,964	7,830	8,195	8,561	8,964
Expenses	3,561	3,649	3,742	3,707	3,937	3,643	3,736	3,700	3,930
Total Water	4,253	4,181	4,453	4,854	5,027	4,187	4,459	4,891	5,034
Depreciation									
Income									
Expenses	14,324	14,450	14,755	15,070	15,743	14,373	14,594	14,825	15,260
Total Depreciation	-14,324	-14,450	-14,755	-15,070	-15,743	-14,373	-14,594	-14,825	-15,260
Transfers									
Income									
Expenses	-1,323	-1,805	-1,868	-1,934	-2,001	-1,805	-1,868	-1,934	-2,001
Total Transfers	1,323	1,805	1,868	1,934	2,001	1,805	1,868	1,934	2,001
Total Built Federation	-10,757	-14,002	-13,661	-12,729	-12,954	-13,879	-13,502	-10,008	-9,911

# **Capital Program Summary 2025 - 2029**

# Capital Program Summary 2025 - 2029

#### IPP&E - Built Federation

	Budget	Planned Scenario			Baseline Scenario				
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Asset class									
Plant and equipment	4,107	2,265	2,349	2,316	1,841	1,774	1,862	2,136	1,461
Land - operational (landfill)	415	259	214	-	230	259	214	-	230
Buildings	-	766	916	870	1,176	440	455	471	488
Roads	2,930	5,454	5,592	5,788	5,990	3,873	4,009	4,149	4,294
Bridges	-	-	-	-	4,246	-	-	-	-
Footpath	-	104	107	111	115	52	54	55	57
Stormwater drainage	91	414	428	443	459	62	64	67	69
Water supply network	5,577	1,051	772	912	3,032	1,051	772	912	3,032
Sewerage network	5,901	1,030	986	768	4,877	1,030	986	768	4,877
Total asset	19,021	11,342	11,365	11,208	21,965	8,540	8,416	8,558	14,507



#### **Economic Federation**

Council Role: Advocate, Monitor

Economic Federation demonstrates Federation Council's commitment to supporting the local economy, attracting new businesses, and growing employment within the region. While not a mandatory service for councils, it holds particular importance for rural areas like ours. Community feedback has reinforced this, highlighting a desire for greater focus on collaborative regional economic development, business support, and enhancing the retail sector.

Federation Council efforts in this area are focused on discretionary activities that directly contribute to economic growth and community well-being. These discretionary activities include supporting a collaborative regional approach to economic development, providing assistance for business development initiatives, and effectively managing Council's Business Units, which encompass the Corowa Saleyards Agricultural Hub, the Corowa Aerodrome, and the Ball Park and Urana Caravan Parks. In past years, Council has delivered industrial estates across Howlong Corowa and Mulwala to support businesses.

## **Supporting the CSP Objective**

CSP Objective: Our economy is strong with learning, employment and business opportunities.

CSP Strategy	Delivery Program Principal Activity	Responsible Department
2.1 Diversified industry and thriving businesses.	2.1.1 Support a collaborative regional approach to economic development.	Corporate & Community Services
	2.1.2 Support inward investment.	Corporate & Community Services
	2.1.3 Support the agricultural industry.	Planning, Place & Sustainability
	2.1.4 Enhance retail. <sup>9</sup>	Corporate & Community Services
	2.1.5 Support business development. <sup>9</sup>	Corporate & Community Services Engineering Services
	2.1.6 Support entrepreneurship and industrial diversification <sup>9</sup> .	Corporate & Community Services
2.2 Promote tourism and vibrant events to become a top destination.	2.2.1 Increase tourism.	General Manager's Office
	2.2.2 Support a calendar of community and tourism events <sup>9</sup> .	Corporate & Community Services General Manager's Office
2.3 Support rich learning and employment opportunities.	2.3.1 Work toward achieving higher rates of population and growth in employment, especially in youth and young family segments <sup>9</sup> .	Corporate & Community Services
	2.3.2 Support workforce development <sup>9</sup> .	Corporate & Community Services

<sup>&</sup>lt;sup>9</sup> Measuring the success of this activity is challenging as Council's role is primarily one of advocacy and monitoring, rather than direct service provision.

CSP Strategy	Delivery Program Principal Activity	Responsible Department
	2.3.3 Support access to quality education <sup>10</sup> .	General Manager's Office

#### **Risks to Achieving the CSP Objective**

Key risks to maintaining our strong economy with learning, employment, and business opportunities include:

- **Economic downturn or recession:** This could lead to business closures and job losses in the Corowa region.
- Skills shortages in key industries: This could hinder business growth and innovation locally.
- **Technological disruption and automation:** This could lead to job displacement and necessitate workforce reskilling within the community.
- Lack of digital infrastructure: Insufficient internet access and mobile connectivity may not support innovation in local industry around Corowa.
- Increased natural disaster impact: Greater frequency and intensity of events like floods and bushfires could impact key industry in the local economy.
- Lack of water and sewer strategic planning and delivery of infrastructure: Insufficient planning for future growth could result in a lack of necessary utilities for future development in Council's towns and villages, especially the growth areas of Howlong, Corowa and Mulwala.

Whilst many of these risks are outside the control of Council, Council can play an important advocacy role to seek greater support or investment by State and Federal Governments. Mitigation strategies to reduce these risks, including to improve Council's financial sustainability to weather economic downturns, are contained within the Operational Plan.

<sup>&</sup>lt;sup>10</sup> Measuring advocacy is inherently challenging due to its reliance on sustained effort, external collaboration, and outcomes largely determined by others. Our actions aim for long-term impacts such as strengthened partnerships, improved policies, or increased access to funding.

#### **How We Measure Success**

Activity	Key Performance Indicator	Measure	Target							
Activity	key Performance mulcator	ivieasure	2025/26	2026/27	2027/28	2028/29				
2.1.1	Number of jobs located in Federation Council Area.	#	>6,148 (2023 result)	>6,148	>6,148	>6,148				
2.1.2	Community satisfaction with supporting and growing business.	%	>59% (2024 result)	> 2025-26 result	> 2025-26 result	> 2025-26 result				
2.1.3	Corowa Saleyards throughput.	head	613,000	623,000	633,000	643,000				
2.2.1	Urana Caravan Park visitation.	Visitors	4,700	4,700	4,700	4,700				
2.2.1	North of the Murray social media reach.	#	>2023/24	>2023/24	>2023/24	>2023/24				
2.2.1	North of the Murray website.	Page views	>2023/24	>2023/24	>2023/24	>2023/24				

## **Operating Budget Report 2025-2029**

Income and Expense - Economic Federation									
	Budget		Planned Sc	enario			Baseline Sc	enario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Caravan Parks									
Income	585	320	228	236	244	320	228	236	244
Expenses	740	320	228	236	244	320	228	236	244
Total Caravan Parks	-155	-	-	-	-	-	-	-	-
Economic Development									
Income	-	-	-	-	-	-	-	-	-
Expenses	174	115	119	123	128	115	119	123	128
Total Economic Development	-174	-115	-119	-123	-128	-115	-119	-123	-128
Grants									
Income	-	-	-	-	-	-	-	-	-
Expenses	96	101	104	108	112	101	104	108	112
Total Grants	-96	-101	-104	-108	-112	-101	-104	-108	-112
Land Sales									
Income	270	300	-	-	-	300	-	-	-
Expenses	33	27	28	29	30	21	21	22	23
Total Land Sales	237	273	-28	-29	-30	279	-21	-22	-23

## Income and Expense - Economic Federation

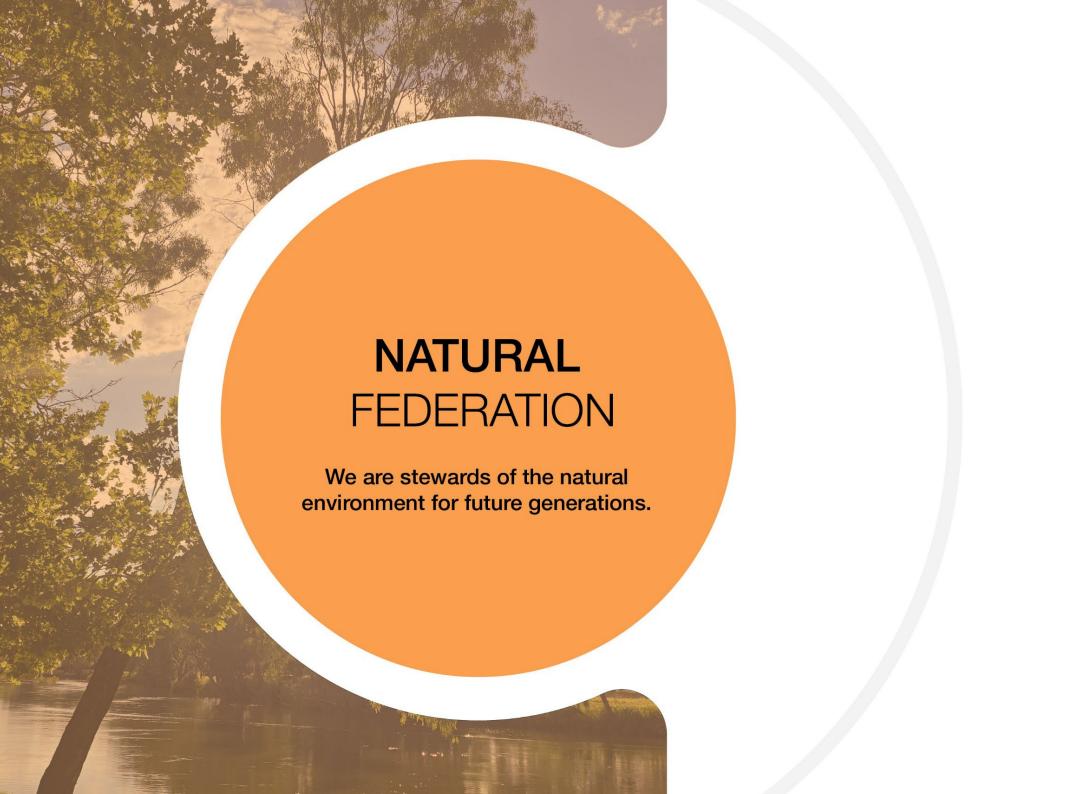
	Budget		Planned Sc	enario			Baseline Sco	enario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Private Works									
Income	75	75	78	80	83	75	78	80	83
Expenses	75	75	78	80	83	75	78	80	83
Total Private Works	-	-	-	-	-	-	-	-	-
Saleyards									
Income	949	1,028	1,064	1,101	1,140	1,028	1,064	1,101	1,140
Expenses	596	659	682	706	731	656	679	703	728
Total Saleyards	352	369	382	395	409	372	385	398	412
Tourism									
Income	2	2	2	2	2	2	2	2	2
Expenses	302	261	270	280	289	261	270	280	289
Total Tourism	-300	-259	-268	-277	-287	-259	-268	-277	-287
Depreciation									
Income	-	-	-	-	-	-	-	-	-
Expenses	363	-	-	-	-	-	-	-	-
Total Depreciation	-363	-	-	-	-	-	-	_	-

#### **Income and Expense - Economic Federation**

	Budget	Planned Scenario			Baseline Scenario				
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Transfers									
Income	-	-	-	-	-	-	-	-	-
Expenses	-24	-26	-26	-27	-28	-26	-26	-27	-28
Total Transfers	24	26	26	27	28	26	26	27	28
Total Economic Federation	-474	193	-111	-115	-119	202	-102	-105	-109

# **Capital Program Summary 2025 – 2029**

There is no Capital Program planned for this pillar.



#### **Natural Federation**

Council Role: Provide, Advocate, Monitor, Collaborate

Natural Federation reflects Council's commitment to preserving biodiversity, environmental stewardship, responding to climate change, and land use planning. To achieve the goals of the CSP, we will focus on key activities. These include protecting our native flora and fauna, promoting environmental education and stewardship, safeguarding and enhancing our waterways and their access points, adapting to climate change impacts, planning for growth that respects local character, transparently assessing new developments with community needs as a priority, and working to improve housing supply and affordability for all residents.

To meet the community's expectations, Council delivers a range of services and functions, both mandatory and discretionary. Mandatory services include processing landuse approvals under the various legislation, enforcement of companion animals legislation, compliance with the Biosecurity Act, enforcing local litter laws, public health services, and building services.

In addition to these mandated responsibilities, Council also provides discretionary services. These include tree management, roadside vegetation management (such as verge slashing and reserve mowing), street cleaning, and the maintenance, renewal, and improvement of parks, reserves, street furniture, playgrounds, picnic facilities, gardens, and street/public trees.

# **Supporting the CSP Objective**

CSP Objective: We are stewards of the natural environment for future generations.

CSP Strategy	Delivery Program Principal Activity	Responsible Department
3.1 Value, protect and enhance our natural environment.	3.1.1 Conserve and utilise public lands.	Corporate & Community Services Engineering Services Planning, Place & Sustainability
	3.1.2 Support responsible land management practices.	Planning, Place & Sustainability
	3.1.3 Conserve and utilise waterways and develop their frontages.	Engineering Services
3.2 Respond to our changing environment.	3.2.1 Improve resilience to shocks and natural disasters.	Engineering Services
	3.2.2 Ensure appropriate emergency management.	Engineering Services Planning, Place & Sustainability
3.3 Facilitate consistent and appropriate land use planning and	3.3.1 Implement consistent and appropriate land use planning outcomes.	Planning, Place & Sustainability
development decisions.	3.3.2 Ensure forward planning for Federation Council area meets the needs of residents and industry.	Planning, Place & Sustainability

#### **Risks to Achieving the CSP Objective**

Key risks to achieving our objective of being stewards of the natural environment for future generations include:

- Impact of climate change: Increased flooding, bushfires, and extreme weather events could threaten community safety and environmental health in the Federation Council region.
- Pollution and environmental degradation: This could harm biodiversity and ecosystem health, including local water supplies.
- Inconsistent application of statutory planning and development decisions: This could lead to undesirable or unsustainable development outcomes.

Managing these risks involves appropriately strategic planning for the long term needs of the community and maintaining high standards for the disposal of waste and wastewater. Mitigation strategies to reduce these risks are contained within the Operational Plan.

#### **How We Measure Success**

A ativity	V. D. famour I. Barton	Diagrams	Target							
Activity	Key Performance Indicator	Measure	2025/26	2026/27	2027/28	2028/29				
3.1.2	High risk site inspections conducted.	#	150	150	150	150				
3.2.2	Local Emergency Management Committee meetings held.	#	3	3	3	3				
3.3.1	Development Applications assessed within regulatory timeframes.	%	80	80	80	80				
3.3.1	Average days between submission and lodgement of Development Applications.	days	7	7	7	7				
3.3.2	Average days between lodgement and determination of Development Applications.	days	105	95	85	85				

A service review of Council's Planning and Development Services is currently underway. Further Key Performance Indicators are expected to be adopted as part of this process. Council is also legislated with respect to its processing times for Development Applications under Ministerial orders.

**Income and Expense - Natural Federation** 

#### **Operating Budget Report 2025-2029**

**Total Environmental** 

Income

Expenses

Floodplain Management

**Total Floodplain Management** 

	Budget		Planned Scenario			Baseline Scenario			
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Cemetery									
Income	177	192	199	206	213	192	199	206	213
Expenses	221	224	232	240	249	223	231	239	247
Total Cemetery	-43	-32	-33	-34	-36	-31	-32	-33	-34
Development									
Income	-	-	-	-	-	-	-	-	-
Expenses	335	333	345	357	369	333	345	357	369
Total Development	-335	-333	-345	-357	-369	-333	-345	-357	-369
Environmental									
Income	-	-	-	-	-	-	-	-	-
Expenses	11	11	11	12	12	11	11	12	12

-11

40

50

-10

-12

-12

-11

180

225

-45

-11

40

50

-10

-11

25

-25

-11

180

225

-45

-12

-12

## **Income and Expense - Natural Federation**

	Budget		Planned S	cenario			Baseline So	enario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Health									
Income	19	18	18	19	19	18	18	19	19
Expenses	211	313	324	335	347	313	324	335	347
Total Health	-193	-295	-306	-316	-328	-295	-306	-316	-328
Noxious Weeds									
Income	75	75	-	-	-	75	-	-	-
Expenses	293	302	162	168	174	302	162	168	174
Total Noxious Weeds	-218	-227	-162	-168	-174	-227	-162	-168	-174
Parks & Ovals									
Income	8	8	8	9	9	8	8	9	9
Expenses	1,720	1,720	1,781	1,843	1,907	1,712	1,772	1,834	1,898
Total Parks & Ovals	-1,712	-1,712	-1,772	-1,834	-1,898	-1,703	-1,763	-1,825	-1,889
Town Improvements									
Income	-	-	-	-	-	-	-	-	-
Expenses	15	15	16	16	17	15	16	16	17
Total Town Improvements	-15	-15	-16	-16	-17	-15	-16	-16	-17

## **Income and Expense - Natural Federation**

	Budget	Planned Scenario				Baseline Scenario			
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Public Toilets									
Income	-	-	-	-	-	-	-	-	-
Expenses	199	236	244	253	261	236	244	253	261
Total Public Toilets	-199	-236	-244	-253	-261	-236	-244	-253	-261
Ranger									
Income	44	29	30	31	32	29	30	31	32
Expenses	315	347	359	372	385	347	359	372	385
Total Ranger	-271	-318	-329	-340	-352	-318	-329	-340	-352
Street Cleaning									
Income	-	-	-	-	-	-	-	-	-
Expenses	659	582	602	623	645	582	602	623	645
Total Street Cleaning	-659	-582	-602	-623	-645	-582	-602	-623	-645
Street Presentation									
Income	-	-	-	-	-	-	-	-	-
Expenses	793	806	834	864	894	806	834	864	894
<b>Total Street Presentation</b>	-793	-806	-834	-864	-894	-806	-834	-864	-894

**Income and Expense - Natural Federation** 

	Budget	Planned Scenario				Baseline Scenario			
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
<b>Town Planning &amp; Building Control</b>									
Income	591	620	814	664	687	620	814	664	687
Expenses	1,666	1,786	1,849	1,913	2,019	1,786	1,849	1,913	2,019
<b>Total Town Planning &amp; Building Control</b>	-1,074	-1,166	-1,034	-1,250	-1,332	-1,166	-1,034	-1,250	-1,332
Depreciation									
Income	-	-	-	-	-	-	-	-	-
Expenses	373	477	479	482	484	477	479	482	484
Total Depreciation	-373	-477	-479	-482	-484	-477	-479	-482	-484
Transfers									
Income	-	-	-	-	-	-	-	-	-
Expenses	-96	-95	-99	-102	-106	-95	-99	-102	-106
Total Transfers	96	95	99	102	106	95	99	102	106
Total Natural Federation	-5,825	-6,160	-6,079	-6,446	-6,696	-6,150	-6,069	-6,436	-6,685

# **Capital Program Summary 2025 - 2029**

There is no Capital Program planned for this pillar.



#### **Social Federation**

Council Role: Provide, Advocate, Monitor, Collaborate

Social Federation highlights Council's commitment to providing services that foster a safe, welcoming, connected, and diverse community. To meet the objectives of the CSP, our key activities include preserving local history and heritage, promoting arts and culture, removing barriers to community participation, supporting community development, providing sport and active living opportunities, improving resident health and wellbeing, and enhancing access to community services such as aged care, childcare, and health services.

To fulfill the community's aspirations, Council delivers both mandatory and discretionary services and functions. Mandatory services include implementing the Disability Inclusion Action Plan, cemetery management, volunteer management and coordination, companion animal management, regulatory compliance, enforcing alcohol-free zones, private swimming pool inspections, public health and food safety. Council also provides library services under the Riverina Regional Library Service, (at Corowa, Howlong, and Mulwala) along with a mobile library service for Boree Creek, Oaklands, Rand, and Urana.

Our discretionary services encompass the Federation Youth Council and other youth programs, the Ageing Well Committee, the Arts and Culture Committee, traditional owner engagement, a mobile preschool service in the northern area, event management, swimming pools, social housing initiatives, road safety initiatives, and advocacy for residential aged care, health services, schools, childcare, and family support services. Ultimately, Social Federation aims to deliver services that help create a safer, welcoming, and connected community, supporting all residents and businesses to gather, thrive, grow, and enjoy the lifestyle and opportunities within Federation Council.

## **Supporting the CSP Objective**

**CSP Objective:** A vibrant and connected community of people leading healthy and fulfilled lives.

CSP Strategy	Delivery Program Principal Activity	Responsible Department
4.1 Acknowledge our beginnings, celebrate our diversity and culture.	4.1.1 Celebrate the area's rich culture and heritage.	Corporate & Community Services
	4.1.2 Provide library services and programs accessible to all residents.	Corporate & Community Services
	4.1.3 Encourage community pride and spirit.	Corporate & Community Services
4.2 Embrace and support people of all ages.	4.2.1 Support young people.	Corporate & Community Services General Manager's Office
	4.2.2 Encourage an age-friendly environment.	Corporate & Community Services General Manager's Office
4.3 Foster a safe and healthy community.	4.3.1 Ensure community safety.	Engineering Services Planning, Place & Sustainability
	4.3.2 Work to address disadvantage.	Corporate & Community Services
	4.3.3 Support childcare and family services.	Corporate & Community Services
	4.3.4 Improve healthcare.	Corporate & Community Services

### **Risks to Achieving the CSP Objective**

Key risks to achieving a vibrant and connected community where people lead healthy and fulfilled lives include:

- Social isolation and lack of community engagement: This could lead to decreased well-being and social cohesion.
- Increased cost of living and housing affordability issues: These could exacerbate social and economic inequality.
- Changing demographics and community needs: Existing services and programs may not adequately address evolving demographics, including an ageing population, and their associated needs.

Mitigation strategies to reduce these risks are contained within the Operational Plan.

#### **How We Measure Success**

Activity	Koy Dorformanco Indicator	Manageman	Target							
Activity	Key Performance Indicator	Measure	2025/26	2026/27	2027/28	2028/29				
4.1.2	Visits to library per capita.	#	2.1	2.1	2.1	2.1				
4.1.2	Items loaned (maintained at 3 year average).	#	>29,000	>29,000	>29,000	>29,000				
4.1.2	Active members.	#	>2,700	>2,700	>2,700	>2,700				
4.2.1	Youth Council Meetings facilitated.	#	6	6	6	6				
4.2.2	Ageing Well Advisory meetings held.	#	10	10	10	10				
4.3.1	Inspections of registered food premises conducted.	#	99	99	99	99				
4.3.1	Number of skin penetration inspections.	%	100	100	100	100				

Activity	V. Doufourous Indicator	Maggura		Target							
Activity	Key Performance Indicator	Measure	2025/26	2026/27	2027/28	2028/29					
4.3.1	Lost animals reunited with owners.	#	20	20	20	20					
4.3.2	Disability Inclusion Action Committee Meetings facilitated.	#	10	10	10	10					
4.1.2	Visits to library per capita.	#	2.1	2.1	2.1	2.1					

## **Operating Budget Report 2025-2029**

Income and Expense - Social Federation

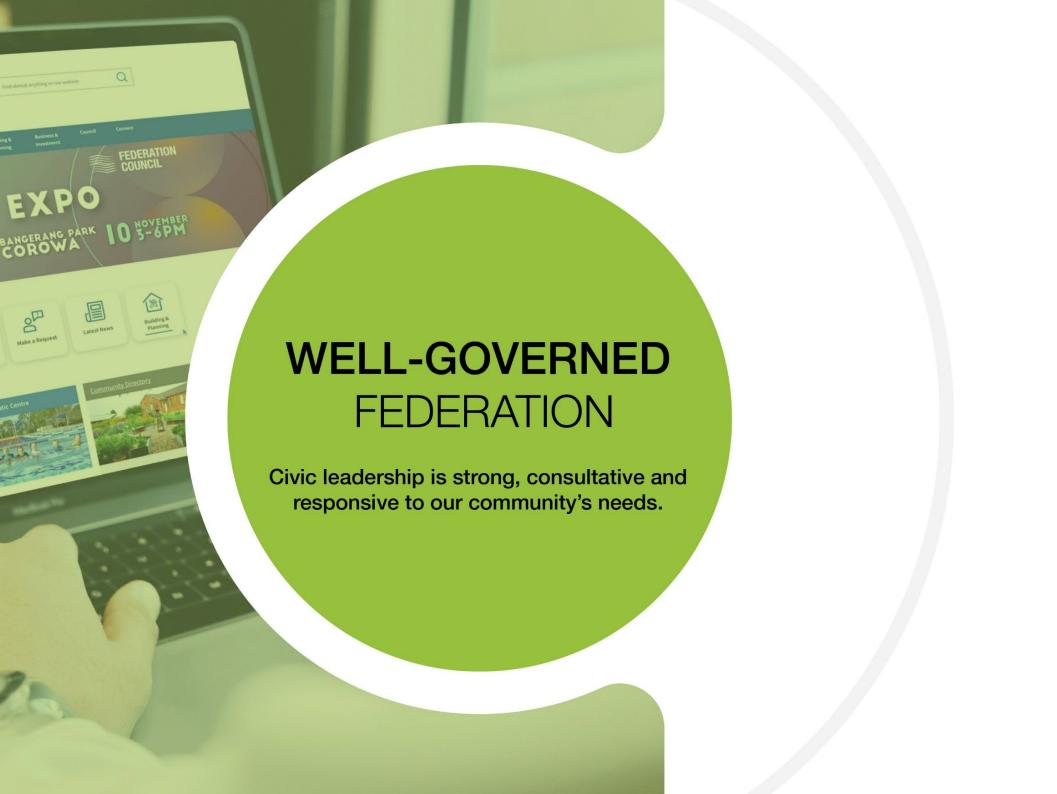
	Budget		Planned S	cenario			Baseline So	enario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Community									
Income	26	-	-	-	-	-	-	-	-
Expenses	492	521	528	558	578	521	528	558	578
Total Community	-467	-521	-528	-558	-578	-521	-528	-558	-578
Libraries									
Income	99	100	103	106	109	100	103	106	109
Expenses	726	748	774	801	829	748	774	801	829
Total Libraries	-627	-648	-671	-695	-720	-648	-671	-695	-720
Preschools									
Income	380	380	393	407	421	380	393	407	421
Expenses	389	389	403	417	431	389	403	417	431
Total Preschools	-9	-9	-9	-10	-10	-9	-9	-10	-10
Roads - Safety									
Income	24	25	26	27	28	25	26	27	28
Expenses	49	50	52	54	56	50	52	54	56
Total Roads - Safety	-24	-25	-26	-27	-28	-25	-26	-27	-28
Swimming Pools									
Income	426	479	496	513	531	479	496	513	531
Expenses	1,454	1,562	1,616	1,673	1,731	1,561	1,615	1,672	1,730
<b>Total Swimming Pools</b>	-1,028	-1,082	-1,120	-1,159	-1,200	-1,082	-1,119	-1,158	-1,119

### **Income and Expense - Social Federation**

	Budget	Planned Scenario				Baseline Scenario			
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Depreciation									
Income	-	-	-	-	-	-	-	-	-
Expenses	321	342	344	345	347	342	344	345	347
Total Depreciation	-321	-342	-344	-345	-347	-342	-344	-345	-347
Total Social Federation	-2,476	-2,627	-2,699	-2,795	-2,883	-2,627	-2,698	-2,794	-2,882

## **Capital Program Summary 2025 - 2029**

There is no Capital Program planned for this pillar.



#### **Well-Governed Federation**

Council Role: Provide, Collaborate

A significant amount of essential work underpins Federation Council's services, often operating behind the scenes and not directly visible to the majority of our community. These crucial functions establish planned, resourced, efficient, and transparent systems that form the foundation for our programs and services, ultimately enabling our community to function effectively and prosper.

The community rightfully expects responsible and transparent decision-making, emphasising public conversations and ownership. Council plays a role as a visionary regional leader, service provider, partner, and promoter, drawing together the skills and resources of various government agencies, businesses, and community organisations to collectively build an even better future for the Federation region. This area encompasses our Councillors, executive management team, and essential corporate support and governance functions such as financial services, procurement, information technology, communications and engagement, and customer service. It includes regulatory contributions to the NSW Government for bushfire and emergency services, as well as the costs associated with local government elections.

This service grouping supports several key mandatory functions of Council, including: governance and compliance (encompassing delegations, policies, and corporate compliance), financial planning and management, risk management and insurance, work health and safety, records and information management, privacy and information access, the Audit Risk and Improvement Committee (ARIC), and corporate planning and reporting (IP&R).

To deliver on the community's aspirations and to meet the objectives set in the CSP, Council will focus on principal activities aimed at fostering strong connections with existing networks, improving communication and customer experience, actively involving residents in decision-making processes, enhancing the financial sustainability of Council, ensuring we are a responsible and resilient employer with ethical practices and strong leadership.

## **Supporting the CSP Objective**

**CSP Objective:** Civic leadership is strong, consultative and responsive to our community's needs.

CSP Strategy	Delivery Program Principal Activity	Responsible Department
5.1 Inform and engage the community in decision making.	5.1.1 Create and participate in collaborative networks.	Corporate & Community Services General Manager's Office
	5.1.2 Ensure extensive communication and consultation with residents.	Corporate & Community Services General Manager's Office
5.2 Council is responsible and financially sustainable with effective leadership.	5.2.1 Sustainably manage Council's finances, assets and workforce.	Corporate & Community Services General Manager's Office
readership.	5.2.2 Ensure quality customer service.	Corporate & Community Services General Manager's Office
	5.2.3 Provide operational efficiency and effectiveness to ensure resilient and responsive organisation.	Corporate & Community Services Engineering Services
	5.2.4 Provide effective asset management.	Engineering Services
	5.2.5 Work toward the equitable service of all areas.	Corporate & Community Services Engineering Services
	5.2.6 Ensure good governance and administration.	Corporate & Community Services

### **Risks to Achieving the CSP Objective**

Key risks to achieving strong, consultative, and responsive civic leadership that meets our community's needs include:

- Lack of an effective WHS management system: This could affect the safety and wellbeing of Council employees and volunteers and have adverse consequences under the WHS Act.
- **Failure to comply with statutory requirements:** This includes the Local Government Act, planning regulations, and other legal obligations, and non-compliance could result in fines, performance improvement orders, and/or reputational damage.
- **Budgetary/Financial Management issues:** Deficits, funding shortfalls, or financial mismanagement could negatively affect service delivery and the Council's ability to fund asset renewal or respond to financial shocks (unavoidable unforeseen negative financial impacts).
- Ineffective community consultation: This may result in public backlash, reputational damage, or legal challenges.
- Cybersecurity and IT Issues: Cyberattacks, data breaches, or IT failures could disrupt service continuity and result in financial or data loss.
- Workforce Challenges: Skills shortages, lack of staff engagement, staff turnover, or industrial disputes could impact service delivery.

Mitigation strategies to reduce these risks are contained within the Operational Plan.

#### **How We Measure Success**

A objective	Kay Daufaumanaa Indicatau	D.Co. comp	Target							
Activity	Key Performance Indicator	Measure	2025/26	2026/27	2027/28	2028/29				
5.1.1	Community Advisory Committees and collaborative networks active (at least 2 meetings per annum).	#	9	9	9	9				
5.1.2	Community satisfaction with Council communication with the community.	%	>49%	> 2025-26 result	> 2025-26 result	> 2025-26 result				
5.1.2	Community satisfaction with consultation with the community.	%	>53%	> 2025-26 result	> 2025-26 result	> 2025-26 result				

			Target							
Activity	Key Performance Indicator	Measure	2025/26	2026/27	2027/28	2028/29				
5.2.1	Operating performance ratio – Consolidated (planned scenario) <sup>11</sup> .	%	-6.5%	-2.0%	-0.3%	-1.1%				
5.2.1	Operating performance ratio – Consolidated (baseline scenario).	%	-17.05%	-14.57%	-7.87%	-8.07%				
5.2.1	Operating performance ratio – General Fund (planned scenario).	%	-11.0%	-5.9%	-5.3%	-7.4%				
5.2.1	Operating performance ratio – General Fund (baseline scenario).	%	-28.44%	-27.03%	-18.73%	-20.31%				
5.2.1	Unrestricted current ratio – Consolidated (planned scenario) <sup>11</sup> .	х	8.0	8.5	9.1	8.0				
5.2.1	Unrestricted current ratio – Consolidated (baseline scenario).	х	7.7	7.6	8.1	7.5				
5.2.1	Unrestricted current ratio – General Fund (planned scenario).	х	4.43	4.50	4.55	3.78				
5.2.1	Unrestricted current ratio – General Fund (baseline scenario).	х	4.08	3.56	3.45	3.29				
5.2.1	Buildings and infrastructure renewal ratio – Consolidated (planned scenario) <sup>11</sup> .	%	78.2%	79.2%	80.4%	109.1%				
5.2.1	Buildings and infrastructure renewal ratio – Consolidated (baseline scenario).	%	57.5%	55.7%	58.5%	90.8%				
5.2.1	Buildings and infrastructure renewal ratio – General Fund (planned scenario).	%	78.2%	79.2%	80.4%	109.1%				

<sup>&</sup>lt;sup>11</sup> Long Term Financial Plan 2025 – 2035 (Office of Local Government target >0%)

A otivity.	Key Performance Indicator	Magazina		Target						
Activity	Key Performance Indicator	Measure	2025/26	2026/27	2027/28	2028/29				
5.2.1	Buildings and infrastructure renewal ratio – General Fund (baseline scenario).	%	56.1%	56.7%	61.2%	54.2%				
5.2.2	Customer requests responded to within 10 days.	%	90%	90%	90%	90%				
5.2.3	Service reviews undertaken as scheduled.	%	100%	100%	100%	100%				
5.2.6	Respond to GIPA requests within required timeframes.	%	100%	100%	100%	100%				
5.2.6	Six monthly performance reports to Council provided in accordance with legislation.	#	2	2	2	2				
5.2.6	Number of Audit Risk and Improvement Committee meetings held.	#	5	5	5	5				
5.2.6	Council business papers provided in accordance with Code of Meeting Practice.	%	100%	100%	100%	100%				
5.2.6	Number of Code of Conduct complaints about Councillors or the General Manager received and reported.	#	<3	<3	<3	<3				

## Operating Budget Report 2025-2029

Income and Expense - Well-Governed Federation	ı								
	Budget		Planned S	cenario			Baseline So	cenario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Bushfire & Emergency Service									
Income	270	270	279	289	299	270	279	289	299
Expenses	1,072	1,190	1,231	1,274	1,319	1,189	1,230	1,274	1,318
Total Bushfire & Emergency Service	-802	-920	-952	-985	-1,020	-919	-951	-985	-1,019
Communications									
Income	7	7	8	8	8	7	8	8	8
Expenses	530	547	566	586	607	547	566	586	607
<b>Total Communications</b>	-523	-540	-559	-578	-599	-540	-559	-578	-599
Corporate									
Income	2	2	2	2	2	2	2	2	2
Expenses	900	817	846	876	1,010	817	846	876	1,010
Total Corporate	-898	-815	-844	-874	-1,008	-815	-844	-874	-1,008
Customer Service & Service NSW									
Income	180	188	195	201	209	188	195	201	209
Expenses	587	601	622	644	666	601	622	644	666
Total Customer Service & Service NSW	-407	-413	-427	-442	-458	-413	-427	-442	-458

Income

Expenses

**Total IT Services & Records** 

Income and Expense - Well-Governed Federation									
	Budget		Planned Sce	enario			Baseline Sce	enario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Finance									
Income	22,617	25,216	27,143	27,876	28,497	20,404	20,966	21,391	21,903
Expenses	1,125	1,142	1,202	1,259	1,301	1,207	1,271	1,313	1,357
Total Finance	21,492	24,074	25,941	26,617	27,196	19,197	19,695	20,077	20,546
General Managers Office & Councillors Expenses									
Income	-	-	-	-	-	-	-	-	-
Expenses	1,388	1,250	1,241	1,284	1,587	1,250	1,241	1,284	1,587
Total General Managers Office & Councillors Expenses	-1,388	-1,250	-1,241	-1,284	-1,587	-1,250	-1,241	-1,284	-1,587
Insurances	-1,300	-1,230	-1,241	-1,204	-1,307	-1,230	-1,241	-1,204	-1,307
Income	_	-	-	-	_	-	_	-	_
Expenses	910	935	968	1,002	1,037	935	968	1,002	1,037
Total Insurances	-910	-935	-968	-1,002	-1,037	-935	-968	-1,002	-1,037
IT Services & Records									

1

1,597

-1,596

1

1,703

-1,702

1,652

-1,652

1

1,543

-1,542

1

1,597

-1,596

1,511

-1,510

1

1,543

-1,542

1

1,652

-1,652

1,703

-1,702

Income and Expense - Well-Governed Federation

	Budget		Planned S	cenario			Baseline S	cenario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Interest Repayments									
Income	-	-	-	-	-	-	-	-	-
Expenses	187	174	180	186	193	174	180	186	193
Total Interest Repayments	-187	-174	-180	-186	-193	-174	-180	-186	-193
Oncosts - Human Resources & WHS Management									
Income	41	-	20	-	-	-	20	-	-
Expenses	132	88	111	94	118	88	111	94	118
Total Oncosts - Human Resources & WHS Management	-91	-88	-92	-94	-118	-88	-92	-94	-118
Property									
Income	-	-	-	-	-	-	-	-	-
Expenses	144	154	159	165	170	154	159	165	170
Total Property	-144	-154	-159	-165	-170	-154	-159	-165	-170
Risk Management									
Income	-	-	-	-	-	-	-	-	-
Expenses	-	124	128	133	137	124	128	133	137
Total Risk Management	-	-124	-128	-133	-137	-124	-128	-133	-137

## Income and Expense - Well-Governed Federation

	Budget		Planned So	cenario			Baseline So	cenario	
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Depreciation									
Income	-	-	-	-	-	-	-	-	-
Expenses	40	56	56	57	57	56	56	57	57
Total Depreciation	-40	-56	-56	-57	-57	-56	-56	-57	-57
Transfers									
Income	-	-	-	-	-	-	-	-	-
Expenses	-2,527	-2,574	-2,664	-2,757	-2,854	-2,574	-2,664	-2,757	-2,854
Total Transfers	2,527	2,574	2,664	2,757	2,854	2,574	2,664	2,757	2,854
Less: Cost reduction									
Increase productivity	-	-	70	143	219	-	70	143	219
End of staff award payment (\$1,000)			150	-	-	-	150	-	-
	-	-	220	143	219	-	220	143	219
Total Well-Governed Federation	17,119	19,630	21,617	22,059	22,178	14,754	15,371	15,520	15,526

## **Capital Program Summary 2025 - 2029**

Capital Program Summary 2025-2029									
IPP&E – Well-Governed Federation									
	Budget		Planned Scenario			Baseline Scenario			
\$'000	2025	2026	2027	2028	2029	2026	2027	2028	2029
Asset class									
Office equipment	280	228	201	639	151	228	201	639	151
Total asset	280	228	201	639	151	228	201	639	151



# **2025/26 MAJOR PROJECTS**

	Prepare Asset Management Plans for roads, bridges and footpaths, including a review of road hierarchies.						
	• Implement a \$11.6 million Capital Works renewal and improvement program for roads, bridges, footpaths (subject to SRV, baseline scenario provides a \$8.8 million program). Major renewal works include:						
	<ul> <li>Boat Rock Road, Savernake (subject to SRV)</li> </ul>						
	<ul> <li>Kooringal Road, Balldale (subject to SRV)</li> </ul>						
BUILT	o Redlands Road, Corowa						
BUILI	<ul> <li>Federation Way North and South</li> </ul>						
	Morundah – Coleambally Road.						
	Develop a Stormwater Drainage Strategy for urban areas.						
	• Implement a \$0.4 million Capital Works improvement program for drainage (subject to SRV, baseline scenario provides a \$0.06 million program).						
	Finalise Water and Sewer Strategic Plans, develop implementation plans and commence implementation.						
	Update the Economic Development Strategy.						
	Finalise and implement improvements from the Corowa Aerodrome Service Review.						
ECONOMIC	Secure long term investment and operation of Ball Park Caravan Park.						
	Develop a 5-year business management plan for Corowa Saleyards.						
	Investigate opportunities to expand Urana Caravan Park.						
	Progress actions from the Waste Management Strategy Implementation Plan.						
NATURAL	Undertake flood recovery activities as funded through Severe Weather Funding, Disaster Recovery Funding and insurance.						
	Prepare Corowa, Howlong and Mulwala Flood Risk Management Study and Plan.						
	Implement the updated Ageing Well Strategy.						
	Finalise and implement the new Youth Strategy.						
SOCIAL	Implement the Disability Inclusion Action Plan.						
	Finalise a Reconciliation Action Plan (RAP) for the Federation Council area.						
	Develop and implement a management framework to support the valued work of volunteers.						

### WELL-GOVERNED

- Implement a Financial Improvement Plan to improve financial sustainability.
- Implement Asset Management Improvement Plan.
- Implement the updated Community Engagement Strategy.

### ANNUAL BUDGET OBJECTIVES AND PRINCIPLES

### **Budget Objectives**

The objectives of the Federation Council Annual Budget are to:

- Provide resources for the delivery of services and initiatives contained in the Delivery Program and Annual Operational Plan.
- Provide direction to Council officers on the funds available to implement Council's plans.
- Provide a basis for transparency and accountability.

### **Budget Principles**

Consistent with the requirements of Section 8B of the Local Government Act 1993, Council has applied the following principles of sound financial management in preparing plans for 2025/26 and future year estimates:

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Council should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Council should have effective financial and asset management, including sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions and risk management practices.
- Councils should have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations and the current generation funds the cost of its services.

In 2025/26 particular emphasis has been placed on the following matters:

- Recommendations from the recent independent review by Professor Joseph Drew of the University of Newcastle.
- Renewal of existing assets not new assets, particularly with roads and drainage.
- Focus on asset maintenance.
- Pricing review to send "appropriate price signals".
- Council's current financial sustainability position.

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

# **ANNUAL BUDGET**

## **Summary**

Cash Flow Statement	Budget FY24/25	Planned Scenario FY25/26	Baseline Scenario FY25/26
Net Cash Provided by (or used in) Operating Activities	35,525	12,627	7,716
Net Cash Provided by (or used in) Investing Activities	- 18,136	- 10,183	- 7,381
Net Cash Provided by (or used in) Financing Activities	- 1,459	- 1,340	- 850
Net Increase/(Decrease) in Cash Assets Held	15,930	1,104	515
Cash and Cash Equivalents at Beginning of Reporting Period	24,964	40,894	40,894
Cash and Cash Equivalents at End of Reporting Period	40,894	41,998	40,379

# **Operating Statement**

Income Statement Projections (\$'000)	Budget FY24/25	Planned Scenario FY25/26	Baseline Scenario FY25/26
Income from Continuing Operations			
Rates and Annual Charges	22,559	25,621	20,861
User Charges and Fees	10,301	10,439	10,439
Interest & Investment Revenue	1,551	1,519	1,467
Other Revenues	410	441	441
Grants & Contributions for Operating Purposes	16,427	14,291	14,291
Grants & Contributions for Capital Purposes - Cash	1,114	150	150
Net Gains from the Disposal of Assets	270	300	300
Total Income from Continuing Operations	52,632	52,761	47,949
Expenses from Continuing Operations			
Employee Costs	19,195	20,375	20,375
Borrowing Costs	524	490	490
Materials and Services	19,285	18,918	18,918
Depreciation	15,422	15,325	15,248
Other Expenses	620	620	620
Total Expenses from Continuing Operations	55,046	55,728	55,651
Operating Result from Continuing Operations Surplus/(Deficit)	- 2,414	- 2,967	- 7,702
Net Operating Result for the year before Grants and Contributions provided for			
Capital Purposes Surplus/(Deficit)	- 3,528	- 3,117	- 7,852

## **By Pillars**

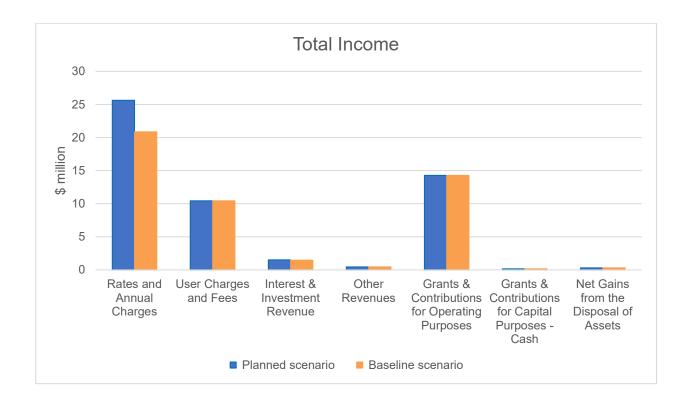
## **Operating Budget Report For 2025-26**

**Income and Expense - Federation Council** 

•									
\$'000		Budget 2025		Pla	anned Scenario 2026		Ва	seline Scenario 2026	
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Built Federation	25,764	36,521	-10,757	23,246	37,247	-14,002	23,246	37,127	-13,881
Economic Federation	1,881	2,355	-474	1,725	1,532	197	1,725	1,522	203
Natural Federation	915	6,740	-5,825	1,122	7,282	-6,160	1,122	7,272	-6,150
Social Federation	955	3,431	-2,476	985	3,612	-2,628	985	3,612	-2,627
Well-Governed Federation	23,118	5,999	17,119	25,684	6,054	19,630	20,872	6,118	14,764
Total	52,632	55,046	-2,414	52,761	55,728	-2,967	47,949	55,651	-7,702
D. de et et ETE			100.6			402.6			402.6

Budgeted FTE 180.6 182.6 182.6

# **Operating Income**



Under the Planned scenario, \$52.3 million annual operating revenue is forecast for 2025/26 with \$34.8 million from the General Fund, \$7.7 million from the Waster Fund, \$6.9 million from the Sewer Fund and \$2.9 million from the Waster Fund. The operating revenue for the General Fund is contingent upon IPART granting approval for the proposed SRV and Council resolving to apply in full any increase approved by IPART.

Under the Baseline scenario, \$47.5 million annual operating revenue is forecast for 2025/26 with \$30.0 million from the General Fund, \$7.7 million from the Water Fund, \$6.9 million from the Sewer Fund and \$2.9 million from the Waste Fund. This demonstrates the impact of delivering existing services if IPART do not approve Council's SRV application for a cumulative 69.94% increase. This will result in a reduction in the total general rates that can be collected by Council in 2025/26.

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

### **Rates and Annual Charges**

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

With general rates, the annual increase to the total general rates that may be levied by Council is regulated by IPART through the 'rate pegging' system unless an additional increase from a special variation is granted. Council applied for a 69.94% increase to general rates over 2 years (52.01% in 2025/26, effectively including the temporary 19.00% and 17.00% SRV increases, 11.80% in 2026/27). If approved, the total ordinary rate yield for 2025/26 will be \$15.41 million (planned scenario).

IPART has set Council's rate peg at 4.8% for the 2025/26 financial year. If the SRV is not approved, the ordinary rate yield will reduce to \$10.62 million (baseline scenario). Following the expiry of the temporary SRV (approved by IPART for 2023/24 and 2024/25), the general rate increase will be calculated based on what the rates would have been if only the standard annual permitted increases had applied. These standard increases were 4.3% for 2023/24 and 4.5% for 2024/25.

The rate peg or any increase approved by IPART applies to Council's general income in total rather than individual property owners' rates. Councils determine how to allocate the increase between different ratepayer categories. Individual rates are also affected by other factors, such as changes in land valuation. Therefore, an individual ratepayer's rates may increase by more or less than the rate peg amount. General rates are determined by Council in the rating strategy, a component of the Revenue Policy. Options will be modelled and released for community feedback once the IPART decision has been advised (expected by June 2025).

### **User Charges and Fees**

This category of income represents a user pay system and relies wholly on demand. It includes both statutory charges, where the price is set by regulation and Council determined charges.

Council proposes to charge a range of fees as detailed within the schedule of Fees and Charges section of the Revenue Policy for 2025/26. Council is striving to implement a user pay principle while being ever mindful of the capacity of users to pay. Therefore, some of the fees set by Council will not recover the full cost of providing the goods and services in order to support the provision of services and to alleviate the burden that would otherwise be placed upon ratepayers.

A review of all fees and charges will occur over the next four years to clearly establish where ratepayer subsidies are in place and to consider the goal of each subsidy prior to adopting prices. The current method applied to determine the pricing is summarised below:

Full Cost Recovery (F)	Council recovers all direct and indirect costs of the service (including depreciation of assets employed).
Partial Cost Recovery (P)	Council recovers less than the Full Cost. The reasons for this may include community service obligations and legislative limits.
Statutory Requirements (S)	Price of the service is determined by Legislation.
Market Pricing (M)	The price of the service is determined by examining alternative prices of surrounding service providers.
Zero Cost (Z)	Council absorbs the full cost of delivery.
Deposit (D)	Refundable security deposit against possible damage to Council property.

Council is forecasting to generate revenue of \$10.44 million from user charges and fees in 2025/26 under both the Planned and Baseline scenarios.

#### Interest and Investment Revenue

A cautious approach has been adopted in forecasting interest rates and interest revenue over the next few years. Interest revenue has been calculated on the available cash balances from the cash flow statement. Council applied a conservative 3.40% rate of return on cash investments for 2025/26. Interest on investments and interest on overdue rates are forecast to produce revenue of \$1.52 million (Planned) or \$1.47 million (Baseline) in 2025/26.

#### **Other Revenue**

Council's other sources of revenue mainly consist of the diesel fuel rebate, commissions and agency fees, workers compensation incentive rebate, property sewer service diagram and water meter reading charges. Most income projections related to other revenues are based on historical trends and escalated conservatively.

Other Revenue makes up 1% of the forecast Operating Income for FY2025/26, with \$0.44 million under both the Planned and Baseline scenarios.

### **Operating and Capital Grants**

Operating grants from Commonwealth and State Governments comprise nearly a third of Operating Income in FY2025/26. 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.

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

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

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

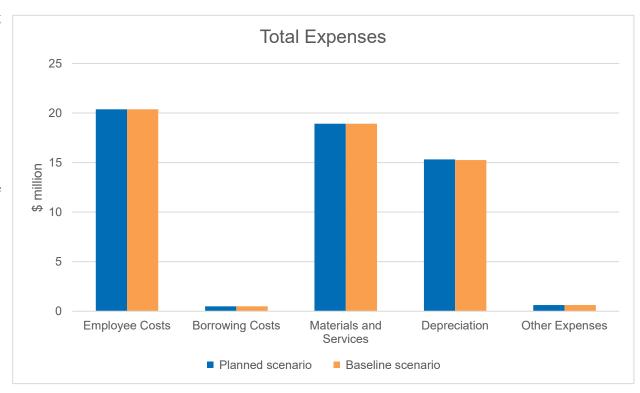
Both components of the grant are untied in the hands of local government, allowing councils to spend the grants according to local priorities. The NSW Local Government Grants Commission recommends the distribution of the funding under the Financial Assistance Grant program to NSW local governing bodies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

Council is forecasting to receive operating grants of \$14.30 million in 2025/26 under both the Planned and Baseline scenarios; 64% of this is from Financial Assistance Grants.

# **Operating Expenditure**

Council is budgeting to expend \$55.7 million in operating expenditure in the financial year 2025/26 under both the Planned and Baseline scenarios. This comprises \$38.5 million from the General Fund, \$7.3 million from the Water Fund, \$7.0 million from the Sewer Fund and \$2.9 million from the Waste Fund.

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



### **Employee costs**

Employee costs includes employee benefits and on-costs, i.e., salary and wages paid to staff and other direct staff costs such as superannuation, fringe benefits tax, workers compensation and training costs. Employee costs are indexed by Award increases and other legislative changes such as increases to compulsory superannuation guarantee levy payments. The cost of employees working on capital projects is allocated to specific projects as work is undertaken and budgets are for employee costs are split between operating and capital expenditure based on the projects to be undertaken each year.

The superannuation guarantee levy payable for eligible employees increases to 12% from 1 July 2025.

Council is expecting to spend \$20.38 million in 2025/26 for 182.6 full time equivalent (FTE) under both Planned and Baseline scenarios in delivering services to the community. In the event that the SRV is not approved and further engagement with the community and staff is required, it is recommended that staffing levels are maintained in 2025/26, with service level reductions to be implemented in 2026/27 and beyond.

### **Borrowing costs**

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

External loan balances are forecast to be \$12 million at 30 June 2025 and interest expense has been projected based on the rates applicable for each loan totalling to \$0.5 million with no additional borrowing planned in 2025/26. There are no new borrowings proposed until 2030/31.

#### Material and services

This group of expenses is mainly made up of materials, consumables, electricity, heating, insurance, computer software charges, legal expenses, advertising, councillors and mayoral fees. Expenditure within this category is forecasted to be **\$18.92 million** for 2025/26, which includes \$1.95 million to deliver projects under the Regional Emergency Road Repair Fund.

### **Depreciation**

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

If IPART grant approval for the SRV application, depreciation is forecast at \$15.33 million due to additional investment in asset renewal, otherwise it will be \$15.25 million for 2025/26.

### Other expenses

Other expenses comprise contribution or levies to other levels of government. This is expected to be \$0.62 million in 2025/26.

# **Capital Expenditure**

Under the Planned scenario, Council will invest \$11.6 million in asset renewal and upgrades in 2025/26. This program is made up of capital works in each of the following funds: \$9.5 million in the General Fund, \$1.0 million in the Water Fund and \$1.0 million in the Sewer Fund. The level of capital investment in the General Fund, is contingent upon IPART granting approval for the proposed SRV, and Council resolving to apply any increase approved by IPART in full. The Water and Sewer capital works are not impacted by the SRV as the SRV is only for assets and services other than Water and Sewer.

Under the Baseline scenario, general rates will be limited to a rate peg increase only. This will limit the funds that can be invested in asset renewal to an \$8.8 million capital program for 2025/26.

The following table details the proposed capital works program for 2025/26 for the two scenarios.

Local Services	Project Name	Planned Scenario FY25/26	Baseline Scenario FY25/26
(Units in \$)			
Buildings	Buildings, Open Space & Recreation - SAMP	765,900	439,875
Sub Total - Buildings		765,900	439,875
Fleet Management	Annual heavy fleet renewal	1,726,380	1,294,785
	Annual light fleet renewal	476,100	423,315
	Annual minor plant renewal	62,100	55,890
Sub Total - Fleet Management		2,264,580	1,773,990
Information Technology	Annual Capital Program	167,670	167,670
	Electrical Upgrades	60,030	60,030
Sub Total - Information Technology		227,700	227,700

Local Services	Project Name	Planned Scenario FY25/26	Baseline Scenario FY25/26
(Units in \$)			
Roads	Roads - SAMP		
	Boat Rock Road, Savernake	787,635	
	Kooringal Road, Balldale	907,695	
	Redlands Road, Corowa	814,545	814,545
	Charles Street, Balldale	219,420	219,420
	Hay Street, South Corowa	70,380	70,380
	St Brigids Lane, Howlong	91,080	91,080
	Younge Street (South), Daysdale	84,353	90,149
	Younge Street (North), Daysdale		81,869
	Browley Street, Morundah	37,260	37,260
	Barrgunda Road, Yuluma/Urana		170,775
	Robinson Street, Daysdale		54,855
	Townsend Street, Howlong		119,609
	Cullivel Road, Urana		84,225
	Emu Park Road, Narrow Plains	129,375	129,375
	Skehans Lane, Corowa	81,258	80,730
	Narrow Plains Road, Narrow Plains	155,250	155,250
	O'Connells Road, Boree Creek	27,945	
	Doctors Road, Urana	51,750	51,750
	Tom Roberts Road, Corowa	151,617	162,443
	Burrgunda Road, Yuluma/Urana	170,775	
	Angle Road, Corowa	55,890	

Local Services	Project Name	Planned Scenario FY25/26	Baseline Scenario FY25/26
(Units in \$)			
	Regional Road MR 131 - Federation Way South	372,600	372,600
	Regional Road MR 197 - Sturt St Howlong (River Road)	182,574	182,574
	Regional Road MR 356 - Oaklands-Berrigan Rd	24,840	24,840
	Regional Road MR 385 - Federation Way North Regional Road MR 596 - Morundah - Coleambally Rd (Yamn	364,185 ma	364,185
	Road)	300,150	300,150
	Regional Road MR 125 - Mahonga Rd	131,445	131,445
	Regional Road - Unplanned Capital	87,178	83,461
	Rural Culverts - SAMP	103,500	
	Kerb & Gutter - SAMP	51,750	
	Footpath - SAMP		
	High Profile Footpath Renewals	51,750	
	Reactive repairs, CRM's and trip hazard	51,750	51,750
Sub Total - Roads		5,454,450	3,872,970
Stormwater Drainage	Stormwater Drainage - SAMP	414,000	62,100
Sub Total - Stormwater Drainage		414,000	62,100
Waste	Tips Remediation	258,750	258,750
Sub Total - Waste		258,750	258,750
Sub Total General Fund		9,488,880	6,687,135

Local Services	Project Name	Planned Scenario FY25/26	Baseline Scenario FY25/26
(Units in \$)			
Sewerage	Refurbish Reactor Aeration Manifolds and Decant Mechanical and Instrumentation equipment	170,000	170,000
	Sewer Relining Annual Switchboard Replacement, Upgrade & Maintenance Program - Sewerage Pumping Stations	177,500 81,250	177,500 81,250
	Replace SPS Lids	75,000	75,000
	SCADA, Telemetry and Communications network upgrade	11,250	11,250
	CCTV Inspections	125,000	125,000
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout five towns	65,000	65,000
	Infiltration testing	75,000	75,000
	Sewer Vent Stack Inspection, removal and replacement programme	100,000	100,000
	SPS Valve Pit replacement and well upgrades	150,000	150,000
Sub Total - Sewerage		1,030,000	1,030,000
Water	Howlong 3.8ML Reservoir Repairs Locate, Inspect, Clean and Maintain hydrants and manholes throughout	450,000	450,000
	four towns  Water Main Renewal Loughnan Street under railway line (Project ID:	60,000	60,000
	361e)	45,000	45,000
	Upgrade Access Hatches, Ladders, Fall Restraint and recovery equipment	125,000	125,000
	SCADA, Telemetry and Communications network upgrade	11,250	11,250
	Water Main Renewal Program	360,000	360,000
Sub Total - Water		1,051,250	1,051,250
TOTAL - All Services		11,570,130	8,768,385

### **HOW TO READ THE OPERATIONAL PLAN**

This Operational Plan outlines Federation Council's plans to achieve the principal activities included in the Delivery Program. It details the activities the Council will undertake during 2025 - 2026, the potential risks involved and how success will be measured.

This section is arranged by Federation Council's five pillars:

BUILT	ECONOMIC	NATURAL	SOCIAL	WELL-GOVERNED

Each Pillar includes the following information:

### Operational Plan 2025 - 2026

- Describes Council's role for each pillar:
  - Provide: Delivering services, infrastructure, facilities, programs, and planning while engaging with the community.
  - Advocate: Representing and amplifying the community's voice to achieve the best possible outcomes.
  - Monitor: Systematically observing, tracking, and assessing the conditions, activities, and trends within the region to gather information for informed planning, and action.
  - o Collaborate: Building partnerships with the community, businesses, industries, other councils, and government agencies to achieve shared objectives.
- Responsible Teams / Officers: The teams / officers that are responsible for delivering the action in the operational plan.
- Federation Council Strategy / Plan: The relevant Federation Council Strategy / Plan that relates to the action in the operational plan.
- Total 2025/26 Actions: The total number of actions for the pillar.

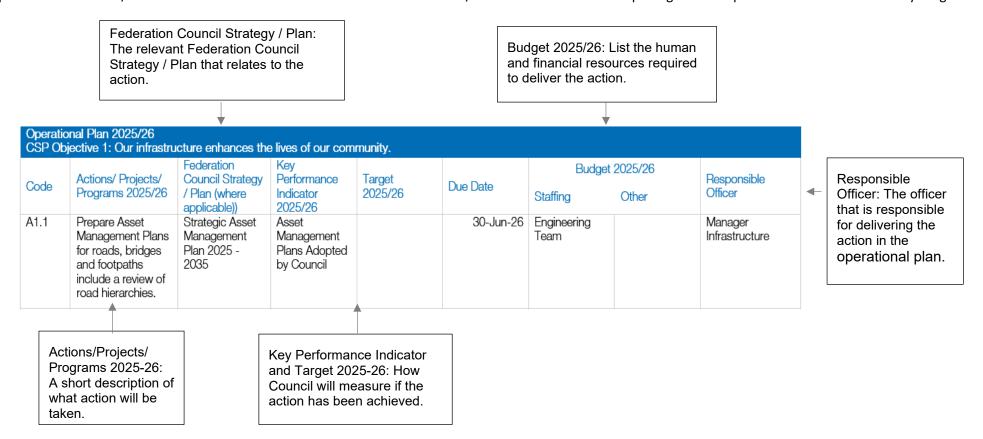
**CSP Objective:** Explains what the pillar is aiming to achieve.

CSP Objective: Our infrastructure enhances the lives of our community.

CSP Strategy	Delivery Program Principal Activity		2025/26 Operational Actions	
1.1 Provide integrated and active transport infrastructure and	1.1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry.		A1.1 – A1.4	
networks between communities in our LGA and links to other areas.	1.1.2 Work toward public transport that meets the needs of residents and industry. <sup>5</sup>		A1.5	
CSP Strategy: A high-level approach to achieving the	Delivery Program Principal Activity: Specific actions the Council will take during 2025 -2029 to implement the CSP Strategy.	number this	25-26 Operational Actions: The acmber this is applicable to the Deliver	
CSP.			rincipal Activity. The ac be found in the Operatio	

• Full-Time Equivalent (FTE) Employees: Provides a total for the number of full-time employees in the pillar and a total number for each team.

• Operational Plan 2025/26: List all the actions that Council will undertake in 2025/26 to work towards to completing the Principal Activities from the Delivery Program.



An Operating Budget Report is provided for each pillar – Built, Economic, Natural, Social and Well-Governed.

The reports detail the projected income and expenses for various council activities over the 2025 – 2026 period for the specific pillar. The report provides figures for the 2025 budget, a planned scenario budget and a baseline scenario budget.

#### **Capital Program Summary 2025 -2026**

A Capital Program Summary is provided for the pillars – Built and Well-Governed. There is no Capital Program planned for Economic, Natural and Social.

The reports outline the planned capital expenditures on assets (e.g., plant, equipment, buildings, infrastructure). It demonstrates the Council's investment in maintaining and improving its assets. The report provides figures for the 2025 budget, a planned scenario budget and a baseline scenario budget.



#### Pillar 1: Built Federation

Council Role: Provide, Advocate (public transport & communication), Monitor, Collaborate

Responsible Teams / Officers: Building Operations & Maintenance, Cemeteries, Engineering, Flood Planning, General Manager, Grants, Parks & Ovals, Ranger,

Roads & Drainage, Sewer, Street Presentation, Swimming Pools, Waste, Water

Federation Council Strategy / Plan: Local Strategic Planning Statement 2020 - 2024: Planning Priority 6 – Infrastructure, Strategic Asset Management Plan 2025 –

2035, Riverina Murray Regional Plan 2041, Water and Sewer Strategic Plan 2024 - 2030

**Total 2025/26 Actions:** 24

#### **Supporting the CSP Objective**

**CSP Objective:** Our infrastructure enhances the lives of our community.

CSP Strategy	Delivery Program Principal Activity	2025/26 Operational Actions
1.1 Provide integrated and active transport infrastructure and	1.1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry.	A1.1 – A1.4
networks between communities in our LGA and links to other areas.	1.1.2 Work toward public transport that meets the needs of residents and industry. 12	A1.5
1.2 Service our community with resilient and reliable utility and	1.2.1 Maintain and improve water supply and sewerage services and systems.	A1.6 – A1.12 <u>A5.18 – A5.19</u>
digital communication infrastructure.	1.2.2 Maintain and improve waste management services.	A1.13 - A1.14
	1.2.3 Maintain and improve flood protection services and systems.	A1.15 – A1.18
	1.2.4 Work toward telecommunications that meet the needs of residents and industry <sup>12</sup> .	A1.19

<sup>&</sup>lt;sup>12</sup> Measuring advocacy is inherently challenging due to its reliance on sustained effort, external collaboration, and outcomes largely determined by others. Our actions aim for long-term impacts such as strengthened partnerships, improved policies, or increased access to funding.

CSP Strategy	Delivery Program Principal Activity	2025/26 Operational Actions
1.3. Provide quality and welcoming local places and spaces.	1.3.1 Ensure attractive and vibrant public spaces.	No Actions <sup>13</sup>
	1.3.2 Provide quality recreational spaces.	A1.20
	1.3.3 Maintain and improve aquatic, recreational, and other community facilities.	A1.21 – A1.24

<sup>13</sup> No applicable actions for 2025 – 2026 Operational Plan, Principal Activity will be addressed 2026 – 2029 Operational Plans.

## **Full-Time Equivalent (FTE) Employees**

Team	2024/25 Actual FTE	2025/26 Budget FTE
Aerodrome	0.6	0.6
Non Potable Water Supplies	0.1	0.1
Building Operations & Maintenance	3.9	3.9
Depot	3.0	3.0
Domestic Waste	0.5	0.5
Engineering	12.0	12.0
Plant Operating	3.0	3.0
Quarries	0.7	0.7
Roads & Drainage	34.7	34.7
Sewer	12.5	12.5
Waste	3.5	3.5
Water	12.4	12.4
	Total 86.9	86.9

## **Operational Plan 2025/26**

	Astions/Dusinets/	Federation	Key	Targot		Budget	2025/26	
Code	Actions/ Projects/ Programs 2025/26	Council Strategy / Plan (where applicable)	Performance Indicator 2025/26	Target 2025/26	Due Date	Staffing	Other	Responsible Officer
A1.1	Prepare Asset Management Plans for roads, bridges and footpaths include a review of road hierarchies.	Strategic Asset Management Plan 2025 - 2035	Asset Management Plans Adopted by Council		30-Jun-26	Engineering Team		Manager Infrastructure
A1.2	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle track.		100% Completed		30-Apr-26	Roads & Drainage Team Engineering Team	\$3,925,000 Baseline, \$5,558,000 Planned	Manager Infrastructure Manager Operations
A1.3	Lobby NSW Government for improved transport routes through our townships.		Preparation of high level option plans for Howlong & Urana		30-Jun-26	Engineering Team		Director Engineering Services
A1.4	Update and implement the Pedestrian Access and Mobility Plan (PAMP).		Review & Adopt PAMP		30-Jun-26	Engineering Team		Road Safety Officer

Operati	onal Plan 2025/26							
CSP Obj	ective 1: Our infrastructu	ire enhances the live	s of our communit	xy.				
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	t 2025/26 Other	Responsible Officer
A1.5	Advocate for improved public transport that mees the needs of residents and Industry.				30-Jun-26	General Manager		General Manager
A1.6	Implement a Capital Works renewal and improvement program for water services.	Water and Sewer Strategic Plan Strategic Asset Management Plan 2025 - 2035	100% Complete		30-Apr-26	Engineering Team Water Team	\$1,051,000	Manager Utilities
A1.7	Develop water systems capacity review (Corowa, Howlong and Mulwala).	Water and Sewer Strategic Plan Local Strategic Planning Statement 2020 - 2024: Planning Priority 6 - Infrastructure	Strategic Plan Adopted by Council		31-Dec-25	Water Team		Manager Utilities
A1.8	Advocate for funding for the renewal of the Mulwala Water Treatment Plant.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 6 - Infrastructure			30-Jun-26	Water Team		Director Engineering Services

	Antinual Districts	Federation	Key	Tauast		Budge		
Code	Actions/ Projects/ Programs 2025/26	Council Strategy / Plan (where applicable)	Performance Indicator 2025/26	Target 2025/26	Due Date	Staffing	Other	Responsible Officer
A1.9	Implement a Capital Works renewal and improvement program for sewer services.	Water and Sewer Strategic Plan Strategic Asset Management Plan 2025 - 2035	100% Complete		30-Apr-26	Sewer Team	\$1,030,000	Manager Utilities
A1.10	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).	Water and Sewer Strategic Plan Local Strategic Planning Statement 2020 - 2024: Planning Priority 6 - Infrastructure	Strategic Plan Adopted by Council or Endorsed by Department		31-Dec-25	Sewer Team		Manager Utilities
A1.11 <sup>14</sup>	Develop Water and Sewer Strategic Plan including service review.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 6 - Infrastructure	Water and Sewer Strategic Plan Adopted by Council		31-Dec-25	Water and Sewer Teams		Manager Utilities

<sup>&</sup>lt;sup>14</sup> Action links to CSP Strategy: 5.2 Council is responsible and financially sustainable with effective leadership. Delivery Program Principal Activity:5.2.3 Provide operational efficiency and effectiveness to ensure resilient and responsive organisation.

•	onal Plan 2025/26							
CSP Obje	ective 1: Our infrastructu	ire enhances the live	s of our communit	y.				
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A1.12	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment plant.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 6 - Infrastructure	Funding Strategy Endorsed by Council		30-Jun-26	Sewer Team		Manager Utilities  Manager Finance
A1.13	Implement the actions of the Waste Management Strategy.	Waste Management Strategy 2024 - 2030	Closure process for Corowa Landfill  Commenced Planning for Future Corowa Transfer Station		30-Jun-26	Waste Team		Manager Operations
A1.14	Report progress on the Waste Management Strategy Implementation Plan.	Waste Management Strategy 2024 - 2030	Progress Report Presented to Council		30-Sep-25	Waste Team		Manager Operations
A1.15	Implement a Capital Works renewal and improvement program for stormwater services.		100% Completed		30-Apr-26	Roads Team	\$62,000 Baseline \$414,000 Planned	Manager Infrastructure Manager Operations

Operation	onal Plan 2025/26							
CSP Obj	ective 1: Our infrastructu	ire enhances the live	s of our communit	xy.				
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A1.16	Develop a Stormwater Drainage Strategy for urban areas.		Stormwater Drainage Strategy Adopted by Council		30-Sep-25	Flood Planning Officer		Manager Infrastructure
A1.17	Implement recommendation from Villages Floodplain Risk Management Study and Plan for improving stormwater and flood protection systems and seek funding for implementation.	Villages Floodplain Risk Management Study and Plan 2022	Completion of Urana & Morundah Projects		30-Sep-25	Flood Planning Officer		Manager Infrastructure
A1.18	Prepare Corowa, Howlong and Mulwala Flood Risk Management Study and Plan.	Corowa, Howlong and Mulwala Flood Study 2024	Progress Study and Plan	Options paper provided to Council	30-Jun-26	Flood Planning Officer		Director Planning, Place & Sustainability
A1.19	Advocate for improved digital connectivity that meet the needs of residents and Industry.	Riverina Murray Regional Plan 2041			30-Jun-26	General Manager		General Manager

Operation	onal Plan 2025/26							
CSP Obj	ective 1: Our infrastructu	ire enhances the live	s of our communit	ty.				
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A1.20	Finalise and implement Dog Off-Leash Strategy.		Dog Off-Leash Strategy Adopted by Council	Exhibited for public comment	30-Jun-26	Ranger Team	\$1,500	Manager Environment, Facilities & Regulations
A1.21	Seek funding for the implementation of Masterplans for key recreation reserves: Lowe Square Howlong, Lonsdale Reserve Mulwala, John Foord Reserve Corowa and Urana Aquatic Centre.		Funding Secured		30-Jun-26	Grants Officer  Parks & Ovals  Team		Manager Recreation
A1.22	Implement a Capital Works renewal and improvement program for Aquatic, recreational, and other community facilities.		100% Completed		30-Apr-26	Engineering Team  Building Operations & Maintenance Team	\$440,000 Baseline \$766,000 Planned	Manager Environment, Facilities & Regulations  Manager Facilities & Environment

	Actions/ Projects/	Federation Council Strategy /	Key Performance	Target		Budget	2025/26	
Code	Programs 2025/26	Plan (where applicable)	Indicator 2025/26	2025/26	Due Date	Staffing	Other	Responsible Officer
A1.23	Continue to maintain Council's cemeteries, skate parks, sporting grounds, parks and recreation areas across the Council area.		Services Maintained to Agreed Service Standards	Maintain Customer Satisfaction above 80%	30-Jun-26	Cemeteries  Parks & Ovals Team  Street Presentation Team	\$1,714,000	Manager Recreation
A1.24	Continue to maintain and operate swimming pools in Corowa, Howlong, Oaklands and Urana.		Increased Patronage of Council Pools	Increased patronage by 2%	30-Jun-26	Swimming Pools Team	\$1,562,000	Manager Environment, Facilities & Regulations  Manager Facilities & Environment

### **Operating Budget Report 2025/26**

\$'000	Budget 2025		Planned Scenario 2026			Baseline Scenario 2026			
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Aerodrome									
Corowa Aerodrome	40	120	-80	20	140	-120	20	133	-113
Urana Aerodrome	-	1	-1	-	1	-1	-	1	-1
Total Aerodrome	40	121	-81	20	141	-121	20	133	-113
Non Potable Water Supplies									
Balldale Water - Mains	-	15	-15	-	12	-12	-	12	-12
Balldale Water - Pump Station	-	11	-11	-	11	-11	-	11	-11
Balldale Water - Reservoir	-	5	-5	-	3	-3	-	3	-3
Balldale Water - Income	17	-	17	17	-	17	17	-	17
Daysdale Water	5	5	-	5	5	-	5	5	-
Rural Standpipes	5	5	-	5	5	-	5	5	-
Total Non Potable Water Supplies	27	40	-13	27	36	-9	27	36	-9
Building Operations & Maintenance									
Corowa Civic Centre	3	321	-318	5	331	-326	5	329	-324
Mulwala Civic Centre	6	23	-18	3	97	-94	3	96	-93
Howlong Resource Centre	-	46	-46	-	62	-62	-	61	-61
Urana Office Building	-	75	-75	-	78	-78	-	77	-77

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Howlong Health Centre	6	20	-14	3	44	-41	3	43	-40
Urana Medical Centre	-	33	-33	0	35	-35	0	35	-35
Oaklands Medical Centre	-	17	-17	0	20	-20	0	20	-20
Corowa Memorial Hall	13	37	-24	12	60	-48	12	59	-47
Corowa Oddfellows Hall	3	25	-23	3	43	-40	3	42	-39
Urana Hall	-	6	-6	-	7	-7	-	6	-6
Oaklands Hall	-	8	-8	-	8	-8	-	8	-8
Rand Hall	-	4	-4	-	3	-3	-	3	-3
Boree Creek Hall	-	6	-6	-	5	-5	-	5	-5
Facilities Inspections	-	127	-127	-	171	-171	-	171	-171
Preventive Maintenance Program (SRV)	-	138	-138	-	-	-	-	-	-
Corowa Museum	-	5	-5	-	9	-9	-	9	-9
Mulwala Museum	-	10	-10	-	17	-17	-	15	-15
Urana Museum	-	4	-4	-	4	-4	-	4	-4
Howlong Aged Care Units	13	13	-	7	5	2	7	5	2
Billabidgee Place	30	23	7	30	26	4	30	25	5
Oaklands Aged Care Units	-	4	-4	-	4	-4	-	4	-4
Chapman St Flats	13	13	-	14	14	-	14	14	-
Urana House Dwellings	37	37	-	37	43	-6	37	42	-5

\$'000		Budget 2025		Pl	anned Scenar 2026	io	Ва	seline Scenari 2026	0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Urana Aquatic Centre Building	-	10	-10	-	23	-23	-	23	-23
Youth Centre	-	7	-7	-	7	-7	-	6	-6
Corowa Monument	-	3	-3	-	1	-1	-	1	-1
Toy Library - Railway Building	-	8	-8	-	5	-5	-	5	-5
Other Council Buildings	103	86	17	85	80	5	85	77	8
<b>Total Building Operations &amp; Maintenance</b>	226	1,110	-884	198	1,202	-1,004	198	1,184	-985
Depot									
Corowa Depot	-	465	-465	-	488	-488	-	488	-488
Mulwala Depot	-	9	-9	-	15	-15	-	13	-13
Howlong Depot	-	2	-2	-	7	-7	-	7	-7
Urana Depot	-	172	-172	-	179	-179	-	179	-179
Total Depot	-	647	-647	-	689	-689	-	686	-686
Domestic Waste									
Domestic Waste Bin Service	2,878	2,599	279	2,996	2,719	278	2,996	2,719	278
Domestic Waste Pensioner Subsidy Grant	80	-	80	80	-	80	80	-	80
Domestic Waste Pensioner Concession	-145	-	-145	-145	-	-145	-145	-	-145
Total Domestic Waste	2,812	2,599	214	2,931	2,719	212	2,931	2,719	212

\$'000		Budget 2025		Pla	anned Scenari 2026	0	Ва	seline Scenari 2026	o
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Engineering									
Engineering Management	30	513	-483	30	624	-594	30	624	-594
Infrastructure Management	-	403	-403		342	-342	-	342	-342
Asset Management	-	346	-346	-	365	-365	-	365	-365
Project Management	-	35	-35		90	-90	-	90	-90
Development Management	-	70	-70	-	-	-	-	-	-
Procurement Management	-	121	-121	-	139	-139	-	139	-139
GIS Management	-	45	-45	-	75	-75	-	75	-75
Annual IPP&E revaluation	-	50	-50	-	50	-50	-	50	-50
Total Engineering	30	1,583	-1,553	30	1,684	-1,654	30	1,684	-1,654
Plant Operating									
Fuel & Oils	-	1,100	-1,100	-	1,100	-1,100	-	1,100	-1,100
Insurance	-	141	-141	-	141	-141	-	141	-141
Registration	-	151	-151	-	160	-160	-	160	-160
Repairs & Service	-	807	-807	-	930	-930	-	930	-930
Tyres	-	90	-90	-	95	-95	-	95	-95
Vehicle Repairs under Insurance Excess	-	20	-20	-	20	-20	-	20	-20
Minor Plant	-	24	-24	-	24	-24	-	24	-24
Fuel Rebate	80	-	80	100	-	100	100	-	100

\$'000		Budget 2025		Pla	anned Scenario 2026	•	Ва	seline Scenari 2026	o
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Gain from Trade In of Plant	-	-	-	-	-	-	-	-	-
Total Plant Operating	80	2,333	-2,253	100	2,470	-2,370	100	2,470	-2,370
Quarries									
Quarry Operating	66	66	-	66	80	-14	66	78	-12
Total Quarries	66	66	-	66	80	-15	66	78	-12
Roads & Drainage									
Regional Roads (RMS Funded)	1,742	487	1,255	1,775	475	1,300	1,775	475	1,300
State Road (RMS Funded)	290	290	0	290	299	-9	290	299	-9
Traffic Facilities (RMS Funded)	128	128	-	131	131	-0	131	131	-0
RERRF Work (State Funded)	2,400	2,400	-	-	2,790	-2,790	-	2,790	-2,790
Sealed Urban Roads	-	551	-551	-	568	-568	-	568	-568
Unsealed Urban Roads	-	161	-161	-	166	-166	-	166	-166
Rural Sealed Roads	-	545	-545	-	562	-562	-	562	-562
Rural Unsealed Roads	-	1,169	-1,169	-	1,204	-1,204	-	1,204	-1,204
Roads Operation Administration	-	180	-180	-	185	-185	-	185	-185
Bridges	-	25	-25	-	26	-26	-	26	-26
Footpaths	-	117	-117	-	120	-120	-	120	-120
Drainage Urban Roads	-	349	-349	-	361	-361	-	361	-361
Drainage Rural Roads	-	346	-346	-	356	-356	-	356	-356

\$'000		Budget 2025		Pla	anned Scenari 2026	0	Ва	seline Scenari 2026	0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Stormwater Drainage Strategy (Temporary SRV)	-	111	-111	-	-	-	-	-	-
Streetlighting	46	180	-134	49	185	-136	49	185	-136
Kerb and gutter replacement	-	100	-100		103	-103		103	-103
Roads to Recovery Income	1,675	-	1,675	1,675	-	1,675	1,675		1,675
Total Roads & Drainage	6,281	7,139	-858	3,920	7,530	-3,610	3,920	7,530	-3,610
Sec 7.12. Levy									
Developer Contributions	-	-	-	50	-	50	50	-	50
Total Sec 7.12 Levy	-	-	-	50	-	50	50	-	50
Sewer									
Sewer Annual Charges	5,355	-	5,355	5,796	-	5,796	5,796	-	5,796
Sewer Usage Fees	854	-	854	905	-	905	905	-	905
Sewer Pensioner Subsidy Grant	68	-	68	68	-	68	68	-	68
Sewer Pensioner Concession	-120	-	-120	-120	-	-120	-120	-	-120
Sewer Interest on Investments	295	-	295	247	-	247	247	-	247
Sewer Diagrams	30	-	30	30	-	30	30	-	30
Sewer Developer Contributions	26	-	26	50	-	50	50	-	50
Septic Waste Disposal Charges	13	-	13	13	-	13	13	-	13
Sewer Capital Grant	794	-	794	-	-	-	-	-	-
Sewer - Mains	-	226	-226	-	232	-232	-	232	-232

\$'000		Budget 2025		Pl	anned Scenari 2026	o	Ва	seline Scenari 2026	0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Sewer - Pump Stations	-	501	-501	-	514	-514	-	516	-516
Sewer - Treatment Works	-	1,289	-1,289	-	1,330	-1,330	-	1,324	-1,324
Sewer - Effluent Disposal	-	63	-63	-	64	-64	-	64	-64
Sewer - Administration	-	494	-494	-	509	-509	-	509	-509
Sewer - Trade Waste	-	173	-173	-	176	-176	-	176	-176
Sewer - Training	-	52	-52	-	54	-54	-	54	-54
Sewer - WHS	-	11	-11	-	11	-11	-	11	-11
Sewer - Service	-	172	-172	-	177	-177	-	177	-177
Sewer - Manhole	-	68	-68	-	70	-70	-	70	-70
Sewer - Augmentation	-	77	-77	-	79	-79	-	79	-79
Sewer - Telemetry System	-	57	-57	-	59	-59	-	59	-59
Sewer - Community Engagement	-	15	-15	-	15	-15	-	15	-15
Sewer - Interest Repayments	-	154	-154	-	147	-147	-	147	-147
Total Sewer	7,314	3,349	3,965	6,989	3,437	3,553	6,989	3,431	3,558
Waste									
Corowa Tip	90	284	-194	90	307	-217	90	306	-216
Howlong Tip	45	152	-107	45	157	-112	45	157	-112
Mulwala Transfer Station	36	185	-149	36	191	-155	36	191	-155
Urana Tip	80	42	38	80	43	37	80	43	37

\$'000		Budget 2025		Pla	anned Scenario 2026	)	Ва	seline Scenari 2026	o
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Oaklands Tip	2	17	-15	2	18	-16	2	17	-15
Hard Waste Collections	-	23	-23	-	-	-	-	-	-
Waste Facility Levy	530		530	530		530	530	-	530
Business Waste Bin Service	290	270	20	301	250	51	301	250	51
Total Waste	1,073	973	101	1,084	965	118	1,084	964	120
Water									
Water Annual Charge	1,738	-	1,738	1,833	-	1,833	1,833	-	1,833
Water Usage Fees	5,178	-	5,178	5,435	-	5,435	5,435	-	5,435
Water Pensioner Subsidy Grant	67	-	67	67	-	67	67	-	67
Water Pensioner Concession	-120	-	-120	-120	-	-120	-120	-	-120
Water Interest on Investments	535	-	535	442	-	442	442	-	442
Meter Readings	14	-	14	14	-	14	14	-	14
Lease Income	16	-	16	16	-	16	16	-	16
Water Connection Fees	28	-	28	28	-	28	28	-	28
Avdata System	10	-	10	10	-	10	10	-	10
Sale of Water Entitlements	55	-	55	55	-	55	55	-	55
Water Developer Contributions	34	-	34	50	-	50	50	-	50
Water - Secure Water Grant	260	-	260	-	-	-	-	-	-
Water - Mains	-	317	-317	-	326	-326	-	326	-326

\$'000		Budget 2025		PI	anned Scenari 2026	o	Ва	seline Scenari 2026	0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Water - Services	-	340	-340	-	350	-350	-	350	-350
Water - Reservoirs	-	91	-91	-	94	-94	-	93	-93
Water - Pump Stations	-	207	-207	-	214	-214	-	213	-213
Water - Treatment Works	-	1,343	-1,343	-	1,384	-1,384	-	1,379	-1,379
Water - Meter Readings	-	14	-14	-	14	-14	-	14	-14
Water - Administration	-	743	-743	-	766	-766	-	766	-766
Water - Asset Management	-	170	-170	-	175	-175	-	175	-175
Water - Training	-	55	-55	-	57	-57	-	57	-57
Water - WHS	-	12	-12	-	12	-12	-	12	-12
Water - Telemetry System	-	35	-35	-	36	-36	-	36	-36
Water - Reticulation Project	-	50	-50	-	52	-52	-	52	-52
Water - Interest Repayments	-	185	-185	-	170	-170	-	170	-170
Total Water	7,815	3,561	4,253	7,830	3,649	4,181	7,830	3,643	4,187
Depreciation									
Other Structures - Non Potable Water	-	27	-27	-	36	-36	-	36	-36
Footpaths Dep	-	254	-254	-	285	-285	-	283	-283
Roads	-	6,092	-6,092	-	6,599	-6,599	-	6,546	-6,546
Bridges Dep	-	275	-275	-	320	-320	-	320	-320
Land Improvements - Water	-	2	-2	-	2	-2	-	2	-2

\$'000		Budget 2025		PI	anned Scenario	o	Ва	seline Scenari 2026	o
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Plant & Equipment - Water	-	18	-18	-	10	-10	-	10	-10
Infrastructure - Water	-	1,636	-1,636	-	1,626	-1,626	-	1,626	-1,626
Office Equipment - Water	-	17	-17	-	18	-18	-	18	-18
Buildings - Water	-	64	-64	-	75	-75	-	75	-75
Land Improvements - Sewer	-	4	-4	-	4	-4	-	4	-4
Plant & Equipment - Sewer	-	1	-1	-	4	-4	-	4	-4
Infrastructure - Sewer	-	1,880	-1,880	-	1,879	-1,879	-	1,879	-1,879
Office Equipment - Sewer	-	16	-16	-	16	-16	-	16	-16
Buildings - Sewer	-	19	-19	-	28	-28	-	28	-28
Buildings	-	2,312	-2,312	-	2,100	-2,100	-	2,089	-2,089
Plant & Equipment	-	717	-717	-	770	-770	-	770	-770
Furniture & Fittings	-	8	-8	-	15	-15	-	15	-15
Office Equipment	-	175	-175	-	113	-113	-	113	-113
Stormwater Drainage	-	807	-807	-	550	-550	-	538	-538
Total Depreciation	-	14,324	-14,324	-	14,450	-14,450	-	14,373	-14,373
Transfers									
Overheads for Domestic Waste	-	209	-209	-	211	-211	-	211	-211
Overheads for Sewer	-	1,656	-1,656	-	1,692	-1,692	-	1,692	-1,692
Overheads for Water	-	1,803	-1,803	-	1,844	-1,844	-	1,844	-1,844

		Budget		Pl	anned Scenari	0	Ва	aseline Scenari	0
\$'000		2025			2026			2026	
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Depot Transfer of Overheads to Water, Sewer & Domestic Waste	-	-175	175	-	-181	181	-	-181	181
Engineering Transfer of Overheads to Water, Sewer & Domestic Waste	-	-731	731	-	-767	767	-	-767	767
Building Transfer of Overheads to Water, Sewer & Domestic Waste	-	-113	113	-	-105	105	-	-105	105
Plant Recovery	-	-3,970	3,970	-	-4,500	4,500	-	-4,500	4,500
Total Transfers	-	-	1,323	-	-	1,805	-	-	1,805
Total Built Federation	25,765	36,522	-10,757	23,246	37,247	-14,002	23,246	37,127	-13,881

## **Capital Program Summary 2025/26**

Capital Program Summary 2025/26			
IPP&E - Built Federation			
	Budget	Planned Scenario	Baseline Scenario
\$'000	2025	2026	2026
Asset class			
Plant and equipment	4,107	2,265	1,774
Land - operational (landfill)	415	259	259
Buildings	-	766	440
Roads	2,930	5,454	3,873
Footpath	-	104	52
Stormwater drainage	91	414	62
Water supply network	5,577	1,051	1,051
Sewerage network	5,901	1,030	1,030
Total asset	19,021	11,342	8,540



#### **Pillar 2: Economic Federation**

Council Role: Advocate, Monitor

Responsible Teams / Officers: Building Operations & Maintenance, Economic Development, Saleyards, General Manager, Human Resources & WHS, Tourism

Federation Council Strategy / Plan: Economic Development Strategy 2021 – 2025, Local Strategic Planning Statement 2020 - 2024: Planning Priority 4 - A Strong Economy, Murray Region Destination Management Plan 2023 - 2027

Total 2025/26 Actions: 18

#### **Supporting the CSP Objective**

**CSP Objective:** Our economy is strong with learning, employment and business opportunities.

CSP Strategy	Delivery Program Principal Activity	2025/26 Operational Actions
2.1 Diversified industry and thriving businesses.	2.1.1 Support a collaborative regional approach to economic development.	A2.1 – A2.3 <u>A5.24</u>
245.17663651	2.1.2 Support inward investment.	A2.4
	2.1.3 Support the agricultural industry.	A2.5
	2.1.4 Enhance retail.	A2.6
	2.1.5 Support business development.	A2.7 <u>A5.20</u>
	2.1.6 Support entrepreneurship and industrial diversification.	A2.8

CSP Strategy	Delivery Program Principal Activity	2025/26 Operational Actions
2.2 Promote tourism and vibrant events to become a top destination.	2.2.1 Increase tourism.	A2.9 – A2.15
·	2.2.2 Support a calendar of community and tourism events.	No Actions <sup>15</sup>
2.3 Support rich learning and employment opportunities.	2.3.1 Work toward achieving higher rates of population and growth in employment, especially in youth and young family segments.	A2.16
	2.3.2 Support workforce development.	A2.17
	2.3.3 Support access to quality education <sup>16</sup> .	A2.18

<sup>&</sup>lt;sup>15</sup> No applicable actions for 2025 – 2026 Operational Plan, Principal Activity will be addressed 2026 – 2029 Operational Plans.

<sup>&</sup>lt;sup>16</sup> Measuring advocacy is inherently challenging due to its reliance on sustained effort, external collaboration, and outcomes largely determined by others. Our actions aim for long-term impacts such as strengthened partnerships, improved policies, or increased access to funding.

## **Full-Time Equivalent (FTE) Employees**

Team	2024/25 Actual FTE	2025/26 Budget FTE
Caravan Parks	0.0	0.0
Economic Development	0.5	0.5
Grants	1.0	1.0
Land Sales	0.0	0.0
Private Works	0.0	0.0
Saleyards	2.1	2.1
Tourism	1.3	1.3
	Total 4.9	4.9

## **Operational Plan 2025/26**

	ional Plan 2025/26							
CSP Ob	jective 2: Our economy is	strong with learning	g, employment and	business opportu	nities.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A2.1	Conduct an evaluation of the Economic Development Strategy 2021-2025.	Economic Development Strategy 2021 - 2025	Analysis Undertaken to Evaluative Strategy Implementation	Evaluation presented to Council	30-Sep-25	Economic Development Unit		Manager Community & Economic Development
A2.2	Update the Economic Development Strategy for the next four year period.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 4 - A Strong Economy	Strategy and Implementation Plan Progressed	Strategy adopted by Council	28-Feb-26	Economic Development Unit		Manager Community & Economic Development
A2.3	Support the delivery of the Regional Economic Development Strategy (REDS).	Economic Development Strategy 2021 - 2025	Number of Initiatives Supported		30-Jun-26	Economic Development Unit		Manager Community & Economic Development
A2.4	Support and encourage opportunities for increased public and private sector investment across the Council area.	Economic Development Strategy 2021 - 2025	Increased Public sector and Private Sector Investment	Increase on 2024/25	30-Jun-26	Whole of Organisation		Manager Community & Economic Development

	tional Plan 2025/26							
CSP Ob	jective 2: Our economy is	strong with learning	g, employment and	l business opportur	nities.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A2.5	Develop a 5-year business plan for Corowa Saleyards.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 4 - A Strong Economy	Draft Plan Presented to Council		30-Jun-26	Saleyards	\$50,000	Manager Environment, Facilities & Regulations
A2.6	Support initiatives to encourage residents to shop locally.		Initiatives supported	As required	30-Jun-26	Economic Development Unit		Manager Community & Economic Development
A2.7	Facilitate local business support services in line with Economic Development Strategy.	Economic Development Strategy 2021 - 2025	Active participation in Chamber and Progress Association initiatives	As opportunities become available	30-Jun-26	Economic Development Unit		Manager Community & Economic Development
A2.8	Sell the industrial land in the Howlong Industrial Estate.		Industrial Lots Sold	2	30-Jun-26	Economic Development Unit		Manager Community & Economic Development
A2.9	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.		Membership Maintained		30-Jun-26	Tourism Team	\$30,000	Manager Communications & Engagement

	onal Plan 2025/26 jective 2: Our economy is	strong with learning	z. emplovment and	business opportu	nities.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A2.10	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.		Electronic Newsletter Distributed		30-Jun-26	Tourism Team		Manager Communications & Engagement
A2.11	Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024.	Murray Region Destination Management Plan 2023 - 2027	Actions Implemented		30-Jun-26	Tourism Team		Manager Communications & Engagement
A2.12	Actively seek opportunities for external funding to support the development of key tourism product.		External Funding Opportunities Identified		30-Jun-26	Tourism Team		Manager Communications & Engagement
A2.13	Investigate opportunities to expand Urana Caravan Park.		Assessment and master planning commenced	Draft Master Plan presented to Council	30-Jun-26	Building Operations & Maintenance Team	\$15,000 (Carry over 2023/2024)	Manager Facilities & Environment

	onal Plan 2025/26							
CSP Ob	jective 2: Our economy is			business opportu	nities.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A2.14	Conduct a market approach for operation of Ball Park Caravan Park as a public private partnership under a long-term lease (subject to Minister approval).		Long Term Contract in Place		30-Sep-25	Economic Development Unit		Deputy General Manager & Chief Financial Officer
A2.15	Operate Visitor Information Centre in Corowa.		Hours of service provided	1450	30-Jun-26	Tourism Team	\$150,000	Manager Communications & Engagement
A2.16	Support the Growing regions of welcome project.		Support provided	As requested	30-Jun-26	Economic Development Unit		Manager Community & Economic Development
A2.17	Participate in RAMJO's local skills shortage working group.		Attendance at working group meetings	80%	30-Jun-26	Human Resources & WHS		Manager People & Culture
A2.18	Advocate for the preservation of schools in rural communities.		Advocacy undertaken	As required	30-Jun-26	General Manager		General Manager

### **Operating Budget Report 2025/26**

Income and Expense – Economic Federation

		Budget		Pl	anned Scenari	0	Ва	seline Scenari	0
\$'000		2025			2026			2026	
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Caravan Parks									
Ball Park Caravan Park	400	560	-160	100	100	-	100	100	-
Urana Caravan Park	185	180	5	220	220	-	220	220	-
Total Caravan Parks	585	740	-155	320	320	-	320	320	-
Economic Development									
Economic Development Expenses	-	28	-28	-	29	-29	-	29	-29
Community & Economic Management	-	146	-146	-	86	-86	-	86	-86
Total Economic Development	-	174	-174	-	115	-115	-	115	-115
Grants									
Grant Administration	-	96	-96	-	101	-101	-	101	-101
Total Grants	-	96	-96	-	101	-101	-	101	-101
Land Sales									
Industrial Land Sales	270	-	270	300	-	300	300	-	300
Industrial Land Expenses	-	33	-33	-	27	-27	-	21	-21
Total Land Sales	270	33	237	300	27	273	300	21	279

#### Income and Expense – Economic Federation

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Private Works									
Private Works	75	75	-	75	75	-	75	75	-
Total Private Works	75	75	-	75	75	-	75	75	-
Saleyards									
Saleyards	949	596	352	1,028	609	419	1,028	606	422
Saleyards Master Plan	-		-	-	50	-50	-	50	-50
Total Saleyards	949	596	352	1,028	654	369	1,028	654	372
Tourism									
Tourism Operations	2	165	-163	2	150	-148	2	150	-148
Tourism Destination Website	-	16	-16	-	-	-	-	-	-
Murray Regional Tourism membership	-	25	-25	-	30	-30	-	30	-30
Yarrawonga Mulwala Membership	-	52	-52	-	54	-54	-	54	-54
Tourism Initiatives	-	27	-27	-	28	-28	-	28	-28
Branding Project	-	17	-17	-	-	-	-	-	-
Total Tourism	2	302	-300	2	261	-259	2	261	-259
Depreciation									
Saleyards Dep	-	363	-363	-	-	-	-	-	-
Total Depreciation	-	363	-363	-	-	-	-	-	-

Income and Expense – Economic Federation

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
<b>Transfers</b> Grant Transfer of Overheads to Water, Sewer & Domestic Waste	-	-24	24	-	-26	26	-	-26	26
Total Transfers		-24	24	-	-26	26	-	-26	26
Total Economic Federation	1,881	2,355	-474	1,725	1,532	193	1,725	1,522	203

## **Capital Program Summary 2025/26**

There is no Capital Program planned for this pillar.



#### **Pillar 3: Natural Federation**

**Council Role:** Provide, Advocate, Monitor, Collaborate

Responsible Teams / Officers: Building Operations & Maintenance, Economic Development, Engineering, Flood Planning Officer, Noxious Weeds, Recreation

Federation Council Strategy / Plan: Local Strategic Planning Statement 2020 - 2024: Planning Priority 5 - A Healthy Environment, Murray Regional Strategic Weed

Management Plan 2023-2027

Total 2025/26 Actions: 11

#### **Supporting the CSP Objective**

**CSP Objective:** We are stewards of the natural environment for future generations.

CSP Strategy	Delivery Program Principal Activity	2025/26 Operational Actions
3.1 Value, protect and enhance our natural environment.	3.1.1 Conserve and utilise public lands.	A3.1 – A3.3
	3.1.2 Support responsible land management practices.	No Actions <sup>17</sup>
	3.1.3 Conserve and utilise waterways and develop their frontages.	A3.4
3.2 Respond to our changing environment.	3.2.1 Improve resilience to shocks and natural disasters.	A3.5
	3.2.2 Ensure appropriate emergency management.	A3.6 - A3.10
3.3 Facilitate consistent and appropriate land use planning and	3.3.1 Implement consistent and appropriate land use planning outcomes.	No Actions <sup>17</sup>
development decisions.	3.3.2 Ensure forward planning for Federation Council area meets the needs of residents and industry.	A3.11

<sup>&</sup>lt;sup>17</sup> No applicable actions for 2025 – 2026 Operational Plan, Principal Activity will be addressed 2026 – 2029 Operational Plans.

## **Full-Time Equivalent (FTE) Employees**

Team	2024/25 Actual FTE	2025/26 Budget FTE
Cemetery	1.0	1.0
Development	1.0	1.0
Floodplain Management	0.5	0.5
Health	1.3	1.3
Noxious Weeds	1.5	1.5
Public Toilets	1.7	1.7
Ranger	2.1	2.1
Recreation	9.0	9.0
Street Cleaning	3.1	3.1
Street Presentation	5.0	5.0
Town Planning & Building Control	9.7	9.7
т	otal 36.0	36.0

## **Operational Plan 2025/26**

	tional Plan 2025/26 ojective 3: We are steward	s of the natural envi	ronment for future	generations				
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget :	2025/26 Other	Responsible Officer
A3.1	Finalise generic Crown Land plans of management across community land.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 5 - A Healthy Environment	Plans approved by Minister	Plans adopted by Council	31-Dec-25	Economic Development Unit	Project funded via grant	Manager Community & Economic Development
A3.2	Partner with Corowa Landcare to work together on local environmental protection, natural resource management and sustainable agriculture initiatives.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 5 - A Healthy Environment	Support Public Events	Number of Events in Accordance With Memorandum of Understanding	30-Jun-26	Recreation Team		Manager Recreation
A3.3	Assist in the development of the Riverina Murray Weeds Action Plan for 2026-2030. Implement once plan finalised.	Murray Regional Strategic Weed Management Plan 2023-2027	Development 5 year Weed Action Plan	Implement year 1 of the 5 year plan	30-Apr-26	Noxious Weeds Team	\$302,000 with \$75,000 grant funded	Manager Facilities & Environment

	Actions/ Projects/	Federation	Key Performance	Target		Budge		
Code	Actions/ Projects/ Programs 2025/26	Council Strategy / Plan (where applicable)	Indicator 2025/26	Target 2025/26	Due Date	Staffing	Other	Responsible Office
A3.4	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct masterplans.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 5 - A Healthy Environment	Seek Funding for the Implementation of Priority Actions in the Master Plan	Projects delivered as funding is made available	30-Jun-26	Engineering Team		Manager Recreation
A3.5	Develop a tree management strategy to respond to changing climate, including development of a tree register for priority recreation reserves.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 5 - A Healthy Environment	Tree Management Strategy Adopted by Council		31-Dec-25	Manager Recreation		Manager Recreation
A3.6 <sup>18</sup>	Coordinate the Local Emergency Management Committee.		3 - 4 Meetings / Year		30-Jun-26	Engineering Team		Emergency Management Officer

<sup>&</sup>lt;sup>18</sup> Action links to CSP Strategy: 5.1. Inform and engage the community in decision making. Delivery Program Principal Activity: 5.1.1 Create and participate in collaborative networks.

	ional Plan 2025/26							
CSP Ob	jective 3: We are steward	s of the natural envi	ronment for future	generations.				
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where	Key Performance Indicator	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A3.7	Provide After Hours Emergency Response.	applicable)	Service Provided	365 Days / Annum	30-Jun-26	Whole of Organisation		Manager Operations Manager Utilities Manager Facilities
A3.8	Undertake flood recovery activities as funded under Severe Weather Funding.		Recovery Works Completed		30-Jun-26	Building Operations & Maintenance Team	Carry forward from 24/25	& Environment  Manager Environment, Facilities & Regulations
A3.9	Undertake flood damaged roads restoration work as funded under Disaster Recovery Funding.		Tender Awarded & Works Progressed		30-Jun-26	Engineering Team	Carry forward from 24/25	Manager Infrastructure Manager Operations
A3.10	Undertake flood recovery activities as funded through Council's insurance program.		Works Commenced on John Foord Oval Facilities	Support club to deliver female changerooms via project management	30-Jun-26	Building Operations & Maintenance Team	Carry forward from 24/25	Manager Environment, Facilities & Regulations
A3.11	Progress the Federation Growth Management Strategy.	Local Strategic Planning Statement 2020 - 2024: Planning Priority 5 - A Healthy Environment	Preparation of 1 Document / Annum to Inform Growth Strategy	Completion of the Stormwater Servicing Strategy	30-Sep-25	Flood Planning Officer	Carry forward from 24/25	Manager Infrastructure

### **Operating Budget Report 2025/26**

\$'000		Budget 2025		PI	anned Scenari	0	Ва	seline Scenar 2026	io
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Cemetery									
Corowa Lawn Cemetery	88	100	-12	96	101	-5	96	101	-5
Corowa Pioneer Cemetery	3	12	-8	4	12	-8	4	12	-8
Mulwala Cemetery	46	45	2	50	45	5	50	45	5
Howlong Cemetery	22	32	-10	24	32	-8	24	31	-7
Hopefield Cemetery	1	7	-6	1	7	-6	1	7	-6
Urana Cemetery	2	8	-6	2	8	-6	2	8	-6
Oaklands Cemetery	2	5	-3	2	5	-3	2	5	-3
Boree Creek Cemetery	2	3	-1	2	3	-1	2	3	-1
Interment service levy	11	11	-	11	11	-	11	11	-
Total Cemetery	177	221	-43	192	224	-32	192	223	-31
Development									
Development & Environment Management	-	335	-335	-	333	-333	-	333	-333
Total Development	-	335	-335	-	333	-333	-	333	-333
Environmental									
Drum Muster	-	3	-3	-	3	-3	-	3	-3
Environmental Expenses	-	2	-2	-	2	-2	-	2	-2

\$'000		Budget 2025		PI	anned Scenario 2026	o .	Ва	seline Scenari 2026	io
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
West Corurgan Expenses	-	5	-5	-	5	-5	-	5	-5
Illegal Dumping	-	2	-2	-	2	-2	-	2	-2
Total Environmental	-	11	-11	-	11	-11	-	11	-11
Floodplain Management									
Morundah flood mitigation investigations - Grant Funded 4 to 1	-	25	-25	-	-	-	-	-	-
Corowa, Howlong & Mulwala Floodplain Risk Management Study and Plan	-	-	-	180	225	-45	180	225	-45
Total Floodplain Management	-	25	-25	180	225	-45	180	225	-45
Health									
Health Control Management	10	211	-201	14	313	-299	14	313	-299
Food Premises Inspection	4	-	4	-	-	-	-	-	-
Caravan Park Inspection	5	-	5	4	-	4	4	-	4
Total Health	19	211	-193	18	313	-295	18	313	-295
Noxious Weeds									
Noxious Weed Grant Funding	75	-	75	75	-	75	75	-	75
Khaki weed	-	6	-6	-	-	-	-	-	-
Inspections	-	110	-110	-	85	-85	-	85	-85
Publicity	-	8	-8	-	9	-9	-	9	-9
Training Weeds	-	8	-8	-	9	-9	-	9	-9

\$'000		Budget 2025		Pla	anned Scenario 2026		Ва	seline Scenario	0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Control of Weeds	-	133	-133	-	179	-179	-	179	-179
Mapping	-	6	-6	-	6	-6	-	6	-6
Coordinate & Planning	-	22	-22	-	14	-14	-	14	-14
Total Noxious Weeds	75	293	-218	75	302	-227	75	302	-227
Parks & Ovals									
Corowa Parks	-	412	-412	-	425	-425	-	423	-423
Mulwala Parks	-	214	-214	-	217	-217	-	217	-217
Howlong Parks	-	120	-120	-	124	-124	-	120	-120
Balldale Parks	-	18	-18	-	18	-18	-	18	-18
Kyffins Reserve	-	3	-3	-	3	-3	-	3	-3
Urana Parks	-	68	-68	-	68	-68	-	68	-68
Oaklands Parks	-	44	-44	-	45	-45	-	44	-44
Boree Creek Park	-	18	-18	-	18	-18	-	18	-18
Rand Parks	-	13	-13	-	13	-13	-	12	-12
Morundah Parks	-	19	-19	-	19	-19	-	19	-19
Colombo Reserve	-	6	-6	-	6	-6	-	6	-6
Parks & Gardens Administration	-	302	-302	-	310	-310	-	309	-309
Tree Management Strategy (SRV)	-	20	-20	-	-	-	-	-	-
John Foord Oval	-	82	-82	-	83	-83	-	83	-83

\$'000		Budget 2025		PI	anned Scenario	0	Ва	seline Scenari 2026	io
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Ball Park Oval	-	50	-50	-	41	-41	-	41	-41
Lowe Square	-	113	-113	-	114	-114	-	114	-114
Morris Park	-	42	-42	-	42	-42	-	42	-42
Lonsdale Reserve	-	89	-89	-	90	-90	-	90	-90
Corowa Rugby Field	-	13	-13	-	13	-13	-	13	-13
Victoria Park Urana	6	16	-10	6	17	-11	6	17	-11
Oaklands Recreation Ground	-	16	-16	-	16	-16	-	16	-16
Boree Creek Recreation Ground	2	4	-2	2	5	-3	2	5	-3
Rand Recreation Reserve	-	16	-16	-	17	-17	-	17	-17
Morundah Recreation Ground	1	6	-5	1	6	-5	1	6	-5
Coreen Oval	-	4	-4	-	-	-	-	-	-
Rennie Oval	-	2	-2	-	-	-	-	-	-
Soft Fall for Playgrounds	-	10	-10	-	10	-10	-	10	-10
Total Parks & Ovals	8	1,720	-1,712	8	1,720	-1,712	8	1,712	-1,703
Town Improvements									
Urana Town Improvement	-	3	-3	-	3	-3	-	3	-3
Oaklands Town Improvement	-	3	-3	-	3	-3	-	3	-3
Boree Creek Town Improvement	-	3	-3	-	3	-3	-	3	-3
Rand Town Improvement	-	3	-3	-	3	-3	-	3	-3

\$'000		Budget 2025		Pla	anned Scenario	)	Ва	seline Scenari 2026	0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Morundah Town Improvement	-	3	-3	-	3	-3	-	3	-3
Total Town Improvements	-	15	-15	-	15	-15	-	15	-15
Public Toilets									
Public Toilets	-	199	-199	-	236	-236	-	236	-236
Total Public Toilets	-	199	-199	-	236	-236	-	236	-236
Ranger									
Animal Control	-	141	-141	-	157	-157	-	157	-157
Companion Animal Registration	22	-	22	21	-	21	21	-	21
Ranger Compliance	22	160	-138	9	190	-182	9	190	-182
Overgrown Vegetation Inspections	-	14	-14	-	-	-	-	-	-
Total Ranger	44	315	-271	29	347	-318	29	347	-318
Street Cleaning									
Northern Area Street Cleaning	-	24	-24	-	23	-23	-	23	-23
Howlong Street Cleaning	-	103	-103	-	46	-46	-	46	-46
Mulwala Street Cleaning	-	123	-123	-	51	-51	-	51	-51
Corowa Street Cleaning	-	408	-408	-	462	-462	-	462	-462
Total Street Cleaning	-	659	-659	-	582	-582	-	582	-582

\$'000		Budget 2025		PI	anned Scenari	o	Ва	seline Scenar 2026	io
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Street Presentation									
Village Street Presentation	-	91	-91	-	93	-93	-	93	-93
Oaklands Street Presentation	-	70	-70	-	71	-71	-	71	-71
Urana Street Presentation	-	111	-111	-	113	-113	-	113	-113
<b>Howlong Street Presentation</b>	-	118	-118	-	119	-119	-	119	-119
Mulwala Street Presentation	-	155	-155	-	157	-157	-	157	-157
Corowa Street Presentation	-	248	-248	-	252	-252	-	252	-252
Total Street Presentation	-	793	-793	-	806	-806	-	806	-806
Town Planning & Building Control Town Planning & Building Control									
Administration	591	1,516	-924	620	1,632	-1,012	620	1,632	-1,012
Town Planning - Legal Expenses	-	100	-100	-	103	-103	-	103	-103
Plan First Expenses	-	50	-50	-	52	-52	-	52	-52
<b>Total Town Planning &amp; Building Control</b>	591	1,666	-1,074	620	1,786	-1,166	620	1,786	-1,166
Depreciation									
Other Recreational Assets	-	191	-191	-	205	-205	-	205	-205
Land Improvements	-	182	-182	-	272	-272	-	272	-272
Total Depreciation	-	373	-373	-	477	-477	-	477	-477

#### Income and Expense – Natural Federation

medine and Expense Matara Federation									
\$'000		Budget 2025		Pl	anned Scenario 2026	•	Ва	seline Scenari 2026	0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Transfers  Development Transfer of Overheads to Water, Sewer & Domestic Waste	-	-96	96	-	-95	95	_	-95	95
Total Transfers	-	-96	96	-	-95	95	-	-95	95
<b>Total Natural Federation</b>	915	6,740	-5,825	1,122	7,282	-6,160	1,122	7,272	-6,150

### **Capital Program Summary 2025/26**

There is no Capital Program planned for this pillar.



#### **Pillar 4: Social Federation**

Council Role:Provide, Advocate, Monitor, CollaborateResponsible Teams / Officers:Community, Economic Development, Finance, General Manager's Office, Human Resources & WHS, Library, Preschool, Ranger, Road SafetyFederation Council Strategy / Plan:Arts and Cultural Strategy 2021 - 2025, Companion Animal Management Plan, Disability Inclusion Action Plan 2022 - 2026, Federation Primary Prevention Action PlanTotal 2025/26 Actions:36

#### **Supporting the CSP Objective**

**CSP Objective:** A vibrant and connected community of people leading healthy and fulfilled lives.

Delivery Program Principal Activity	2025/26 Operational Actions
4.1.1 Celebrate the area's rich culture and heritage.	A4.1 – A4.6
4.1.2 Provide library services and programs accessible to all residents.	A4.7 – A4.11
4.1.3 Encourage community pride and spirit.	A4.12 – A4.14
4.2.1 Support young people.	A4.15 – A4.19
4.2.2 Encourage an age-friendly environment.	A4.20 – A4.23
4.3.1 Ensure community safety.	A4.24 – A4.26
4.3.2 Work to address disadvantage.	A4.27 – A4.28
4.3.3 Support childcare and family services.	A4.29 – A4.31
4.3.4 Improve healthcare.	A4.32 – A4.36
	<ul> <li>4.1.1 Celebrate the area's rich culture and heritage.</li> <li>4.1.2 Provide library services and programs accessible to all residents.</li> <li>4.1.3 Encourage community pride and spirit.</li> <li>4.2.1 Support young people.</li> <li>4.2.2 Encourage an age-friendly environment.</li> <li>4.3.1 Ensure community safety.</li> <li>4.3.2 Work to address disadvantage.</li> <li>4.3.3 Support childcare and family services.</li> </ul>

## **Full-Time Equivalent (FTE) Employees**

Team	2	024/25 Actual FTE	2025/26 Budget FTE
Community		3.0	3.0
Libraries		3.8	3.8
Preschools		3.6	3.6
Roads - Safety		0.6	0.6
Swimming Pools		8.2	8.2
	Total	19.3	19.3

## **Operational Plan 2025/26**

	onal Plan 2025/26 ective 4: A vibrant and co	innected community	of people leading h	ealthy and fulfille	ad lives			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budge Staffing	t 2025/26 Other	Responsible Officer
A4.1	Finalise a Reconciliation Action Plan (RAP) for the Federation Council area.	аррисског	RAP Adopted		01-Mar-26	Community Team		Manager Community & Economic Development
A4.2	Implement the Reconciliation Action Plan (RAP) for the Federation Council area.		RAP Actions Implemented	Per adopted RAP	30-Jun-26	Community Team		Manager Community & Economic Development
A4.3	Deliver actions from the Arts and Cultural Strategy.		Strategy Actions Implemented	Per adopted strategy	30-Jun-26	Community Team		Team Leader Community Development
A4.4	Conduct an evaluation of the Arts and Culture Strategy 2021-2025.		Analysis Undertaken to Evaluative Strategy Implementation		30-Jun-26	Community Team		Manager Community & Economic Development
A4.5	Continue to progress Council's Friendship Agreement with Miki City.		Visit Hosted  Visit to Japan Planned	Late 2025	31-Dec-25	Community Team	\$15,000	Team Leader Community Development

	onal Plan 2025/26							
CSP Obj	ective 4: A vibrant and co	•		healthy and fulfilled	lives.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A4.6	Maintain membership of a regional arts body.		Membership Maintained		30-Jun-26	Community Team	\$15,000	Team Leader Community Development
A4.7	Provide static library service in Corowa, Howlong and Mulwala.		Service Provided	3,600 hours per annum	30-Jun-26	Library Team	\$378,000	Team Leader Library
A4.8	Provide mobile library service in Boree Creek, Oaklands, Rand and Urana.		Service Provided	200 hours per annum	30-Jun-26	Library Team	\$340,000	Team Leader Library
A4.9	Encourage library membership by promoting the range of services available.		Promotions Undertaken	1	30-Jun-26	Library Team		Team Leader Library
A4.10	Deliver school holiday programs across the Council area.		School Holiday Programs Delivered	4	30-Jun-26	Library Team	\$10,000	Team Leader Library
A4.11	Provide a free delivery service to housebound library patrons.		Service Provided	As required	30-Jun-26	Library Team		Team Leader Library

		Federation	Key			Budge	et 2025/26	
Code	Actions/ Projects/ Programs 2025/26	Council Strategy / Plan (where applicable)	Performance Indicator 2025/26	Target 2025/26	Due Date	Staffing	Other	Responsible Officer
A4.12	Update the New Residents Kit, circulate and make available online.		New Residents Kit Updated		30-Jun-26	Community Team		Team Leader Community Development
A4.13	Continue to promote and encourage use of the free online community directory.		Promotions Undertaken		30-Jun-26	Community Team		Team Leader Community Development
A4.14	Develop and implement a management framework to support the valued work of volunteers.		Framework Implemented		30-Jun-26	Human Resources & WHS		Manager People & Culture
A4.15 <sup>19</sup>	Support the work of the Youth Council.		Youth Council Meetings Conducted	6	30-Jun-26	Community Team		Team Leader Community Development

<sup>&</sup>lt;sup>19</sup> Action links to CSP Strategy: 5.1. Inform and engage the community in decision making. Delivery Program Principal Activity: 5.1.1 Create and participate in collaborative networks.

	onal Plan 2025/26							
CSP Obje	ective 4: A vibrant and co	nnected community	of people leading h	nealthy and fulfilled	lives.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A4.16	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.		Directory Maintained	30-Jun-26	30-Jun-26	Community Team		Team Leader Community Development
A4.17	Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.		Strategy and Implementation Plan Adopted	31-Dec-25	31-Dec-25	Community Team		Team Leader Community Development
A4.18	Implement the Youth Strategy Implementation Plan.		Actions implemented	Per Implementation Plan	30-Jun-26	Community Team		Team Leader Community Development

	ective 4: A vibrant and co	Federation	Key			Budge	t 2025/26	
Code	Actions/ Projects/ Programs 2025/26	Council Strategy / Plan (where applicable)	Performance Indicator 2025/26	Target 2025/26	Due Date	Staffing	Other	Responsible Officer
A4.19	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	10 students supported	30-Jun-26	GM Office	\$1,000	Executive Assistant
A4.20 <sup>20</sup>	Support the work of the Ageing Well Committee.		Meetings conducted	10	30-Jun-26	Community Team		Team Leader Community Development
A4.21	Finalise the updated Ageing Well Strategy.		Strategy adopted by Council		31-Dec-25	Community Team		Team Leader Community Development

<sup>&</sup>lt;sup>20</sup> Action links to CSP Strategy: 5.1. Inform and engage the community in decision making. Delivery Program Principal Activity: 5.1.1 Create and participate in collaborative networks.

	onal Plan 2025/26							
CSP Obj	ective 4: A vibrant and co	nnected community	of people leading h	nealthy and fulfilled	lives.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where	Key Performance Indicator	Target 2025/26	Due Date	Budget Staffing	2025/26 Other	Responsible Officer
A4.22	Implement the actions within the updated Ageing Well Strategy.	applicable)	Actions Implemented	Per Strategy	30-Jun-26	Community Team		Team Leader Community Development
A4.23	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.		Activity Conducted	1	30-Jun-26	Community Team	\$5,000	Team Leader Community Development
A4.24	Continue the delivery of the Road Safety Program.		Annual Program Implemented		30-Jun-26	Road Safety Officer	\$50,000	Road Safety Officer
A4.25	Implement the actions in the Companions Animal Management Plan.	Companion Animal Management Plan	Implement Actions for the 2025-2026 Year	Actions delivered in accordance with the plan	30-Jun-26	Ranger Team		Manager Environment, Facilities & Regulations
A4.26	Review and implement Council's Alcohol Free and Prohibited Zones.		Zones adopted		30-Nov-25	Ranger Team		Manager Environment, Facilities & Regulations
A4.27	Continue to implement, monitor, and review the Disability Inclusion Action Plan.		Actions Implemented	Per Disability Inclusion Action Plan	30-Jun-26	Community Team		Team Leader Community Development

	onal Plan 2025/26 ective 4: A vibrant and co	onnected community	of people leading	healthy and fulfille	d lives.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 2025/26  Staffing Other		Responsible Office
A4.28	Continue mandatory Pensioner Concession Scheme.		Pensioner Concessions Assessed and Granted		30-Jun-26	Finance Team	\$635,000	Manager Finance
A4.29	Support awareness and access to the Family and Children's Services Directory.		Awareness Activities Conducted	2	30-Jun-26	Community Team		Team Leader Community Development
A4.30	Deliver the mobile preschool service.		Service Provided	Four days per week during school term	30-Jun-26	Preschool Team	\$380,000	Team Leader Mobile Preschool
A4.31	Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.		Contribution Provided	3 preschools	30-Jun-26	Grants Officer	\$9,000	Manager Community & Economic Development

	Actions/ Projects/	Federation Council Strategy /	Key Performance	Target		Budge	et 2025/26	
Code	Programs 2025/26	Plan (where applicable)	Indicator 2025/26	2025/26	Due Date	Staffing	Other	Responsible Officer
A4.32 <sup>21</sup>	Host interagency meetings with service providers delivering outreach services in the Federation Council area.		Meetings Hosted	4	30-Jun-26	Community Team		Manager Community & Economic Development
A4.33 <sup>21</sup>	Support the work of the Primary Prevention Team.		Activities Implemented	As funded	30-Jun-26	Community Team		Team Leader Community Development
A4.34	Continue to seek funding through the LDAT and CDAT programs to deliver actions from the Federation Primary Prevention Action Plan.		Application Process	Funding secured	30-Jun-26	Community Team		Team Leader Community Development

<sup>&</sup>lt;sup>21</sup> Action links to CSP Strategy: 5.1. Inform and engage the community in decision making. Delivery Program Principal Activity: 5.1.1 Create and participate in collaborative networks.

	Antique / Duningto /	Federation	Key	Tavast		Budge	t 2025/26	
Code	Actions/ Projects/ Programs 2025/26	Council Strategy / Plan (where applicable)	Performance Indicator 2025/26	Target 2025/26	Due Date	Staffing	Other	Responsible Officer
A4.35	Continue to work with Murrumbidgee Local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.		PHN Liaison	As required	30-Jun-26	Community Team		Manager Community & Economic Development
A4.36	Seek grant funding for community-led sport and recreational projects where consistent with masterplans.		Funding Applications Submitted	As funding programs become available	30-Jun-26	Community Team Economic Development Unit		Manager Community & Economic Development

### **Operating Budget Report 2025/26**

Income and Expense – Social Federation

\$'000		Budget 2025		Pl	lanned Scenari 2026	o	Ва	aseline Scenari 2026	o
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Community									
Community Development Administration	-	310	-310	-	405	-405	-	405	-405
Significant Council run Events	-	33	-33	-	36	-36	-	36	-36
Community Events Fee Rebate Fund	-	5	-5	-	5	-5	-	5	-5
Murray Arts Contribution	-	15	-15	-	15	-15	-	15	-15
Miki City Expenses	-	5	-5	-	15	-15	-	15	-15
Accessibility Projects	-	5	-5	-	5	-5	-	5	-5
Drug Action Projects	7	17	-10	-	17	-17	-	17	-17
Arts & Culture Projects	15	9	6	-	9	-9	-	9	-9
Ageing Well Projects	-	5	-5	-	5	-5	-	5	-5
Volunteer Management	-	80	-80	-	-	-	-	-	-
Youth & Children Programs	4	10	-7	-	10	-10	-	10	-10
Total Community	26	492	-467	-	521	-521	-	521	-521

#### Income and Expense – Social Federation

\$'000		Budget 2025		Pl	anned Scenario	0	Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Libraries									
Library Administration	80	360	-280	80	378	-298	80	378	-298
Library Special Projects	19	19	-	20	20	-	20	20	-
Library Programs	-	10	-10	0	10	-10	0	10	-10
Riverina Library Contribution	-	337	-337	-	340	-340	-	340	-340
Total Libraries	99	726	-627	100	748	-648	100	748	-648
Preschools									
Contribution to Local Pre Schools	-	9	-9	-	9	-9	-	9	-9
Mobile Preschools	380	380	-	380	380	-	380	380	-
Total Preschool	380	389	-9	380	389	-9	380	389	-9
Roads - Safety									
Road Safety	24	49	-24	25	50	-25	25	50	-25
Total Roads - Safety	24	49	-24	25	50	-25	25	50	-25
Swimming Pools									
Corowa Swimming Pool	400	1,199	-799	450	1,271	-821	450	1,271	-821
Howlong Swimming Pool	22	157	-136	25	182	-158	25	182	-158
Urana Swimming Pool	3	42	-39	3	56	-53	3	56	-53
Oaklands Swimming Pool	2	56	-54	2	53	-51	2	52	-50
Total Swimming Pools	426	1,454	-1,028	479	1,562	-1,082	479	1,561	-1,082

**Income and Expense – Social Federation** 

\$'000		Budget 2025		Pl	anned Scenario 2026		Baseline Scenario 2026		0
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Depreciation									
Swimming Pool	-	321	-321	-	342	-342	-	342	-342
Total Depreciation	-	321	-321		342	-342	-	342	-342
<b>Total Social Federation</b>	955	3,431	-2,476	985	3,612	-2,628	985	3,612	-2,627

### **Capital Program Summary 2025/26**

There is no Capital Program planned for this pillar.



#### **Pillar 5: Well-Governed Federation**

Council Role:

Responsible Teams / Officers:

Aerodrome, Audit Risk Improvement Committee, Building Operations & Maintenance, Corporate Services, Customer Service & Service NSW, Economic Development Engineering, Financial Services, Human Resources & WHS, IT Services & Records, Project Managers of Built Federation, Risk & Safety, Sewer, Town Planning & Building Control, Water

Federation Council Strategy / Plan:

Community Engagement Strategy, Long Term Financial Plan 2025 -2035, Strategic Asset Management Plan 2025 -2035, Workforce Management Strategy 2025 -2029

Total 2025/26 Actions:

46

#### **Supporting the CSP Objective**

**CSP Objective:** Civic leadership is strong, consultative and responsive to our community's needs.

CSP Strategy	Delivery Program Principal Activity	2025/26 Operational Actions
5.1 Inform and engage the community in decision making.	5.1.1 Create and participate in collaborative networks.	A5.9 <u>A3.6</u> A4.15, A4.20, A4.32 -A4.33
	5.1.2 Ensure extensive communication and consultation with residents.	A5.1 – A5.9 A5.19
5.2 Council is responsible and financially sustainable with effective	5.2.1 Sustainably manage Council's finances, assets and workforce	A5.10 - A5.14
leadership.	5.2.2 Ensure quality customer service.	A5.15 – A5.16
	5.2.3 Provide operational efficiency and effectiveness to ensure resilient and responsive organisation.	A5.17 - A5.36 <u>A1.11</u>
	5.2.4 Provide effective asset management.	A5.37 - A5.39

CSP Strategy	Delivery Program Principal Activity	2025/26 Operational Actions
	5.2.5 Work toward the equitable service of all areas.	No Actions <sup>22</sup>
	5.2.6 Ensure good governance and administration.	A5.40 – A5.46

<sup>22</sup> No applicable actions for 2025 – 2026 Operational Plan, Principal Activity will be addressed 2026 – 2029 Operational Plans.

## **Full-Time Equivalent (FTE) Employees**

Team	2024/25 Actual FTE	2025/26 Budget FTE
Bushfire & Emergency Service	0.0	1.0
Communications	2.9	2.9
Corporate	4.0	4.0
Customer Service & Service NSW	5.9	5.9
Finance	8.7	8.7
General Managers Office & Councillors Expenses	2.0	2.0
Insurances	0.0	0.0
IT Services & Records	4.0	4.0
Interest Repayments	0.0	0.0
Human Resources & WHS	5.0	5.0
Property	1.0	1.0
Risk Management	0.0	1.0
	Total 33.5	35.5

## **Operational Plan 2025/26**

	Actions/ Projects/	Actions/ Projects/ Federation K				Budget 2		
Code	Programs 2025/26	Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Staffing	Other	Responsible Officer
A5.1	Review of Delivery Program.		Delivery Program Reviewed		30-Jun-26	Whole of Organisation		Governance Officer
A5.2	Develop the Operational Plan.		Operational Plan Adopted		30-Jun-26	Whole of Organisation		Governance Officer
A5.3	Prepare Annual Report.		Annual Report Presented to Council		30-Nov-25	Whole of Organisation		Governance Officer
A5.4	Finalise the revised Community Engagement Strategy.		Community Engagement Strategy Developed		30-Sep-25	Communications Team		Manager Communications & Engagement
A5.5	Engage with the community when setting annual fees and charges.		Revenue Policy Adopted by Council		30-Jun-26	Communications and Financial Services Team		Manager Communications & Engagement

Operation	onal Plan 2025/26							
CSP Obj	ective 5: Civic leadersl	hip is strong, consult	ative and responsive to	o our community'	s needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.6	Provide communication regarding Council's Budget and Financial Statements to improve community understanding of Council's financials.		Communications Delivered to the Community		31-Dec-25	Communications and Financial Services Team		Deputy General Manager & Chief Financial Officer
A5.7	Provide communication regarding progress made implementing productivity improvements and cost containment strategies.		Communications Delivered to the Community		30-Jun-26	Communications and Financial Services Team		Deputy General Manager & Chief Financial Officer
A5.8	Engage with the Roads Advisory Committee in relation to strategic road priorities.		3 Meetings / Annum		30-Jun-26	Engineering Team		Director Engineering Services Manager Infrastructure

Operation	onal Plan 2025/26							
CSP Obje	ective 5: Civic leaders	hip is strong, consult	ative and responsive to	our community's	s needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.9	Undertake annual reporting of expenditure relating to the approved Special Rate Variation.		Report Presented to Council		30-Nov-25	Financial Services Team		Manager Finance
A5.10	Update Resourcing Strategy - Long Term Financial Plan (LTFP).		LTFP Adopted by Council		30-Jun-26	Financial Services Team		Manager Finance
A5.11	Progress priority recommendation s from the University of Newcastle Independent Review.		Priority Recommendations Implemented	5	30-Jun-26	Whole of Organisation		General Manager
A5.12	Implement initiatives from the Financial Improvement Plan to support the financial sustainability of Council.	Resourcing Strategy (Long Term Financial Plan 2025 - 2035)	Initiatives Implemented Key Financial Ratios	As contained in the plan  Targets as contained in the LTFP	30-Jun-26	Whole of Organisation		Manager Finance

Operation	onal Plan 2025/26							
CSP Obj	ective 5: Civic leadersl	hip is strong, consult	ative and responsive to	our community'	s needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 2	025/26 Other	Responsible Officer
A5.13	Commence review of water and sewerage service pricing to meet sound pricing and prudent financial management principles.		Water and Sewer Pricing Assessed Against Department's Regulatory and Assurance Framework	Gap analysis adopted	30-Jun-26	Financial Services Team Sewer Team Water Team		Manager Utilities
A5.14	Review of aerodrome and administration pricing to send better price signals.		Review Completed		30-Apr-26	Financial Services Team		Manager Finance
A5.15	Finalise the review of the Customer Service Charter.		Customer Service Charter Adopted by Council		30-Oct-25	Customer Service & Service NSW		Manager Information & Customer Service
A5.16	Maintain a responsive customer request system.		% of Customer Requests Responded to Within Ten Days	90%	30-Jun-26	Whole of Organisation		General Manager

	Actions/ Projects/ Programs 2025/26	Federation Council Strategy /	Council Strategy / Indicator	Target		Budget 2025/26		December 11 officers
Code		Plan (where applicable)		2025/26	Due Date	Staffing	Other	Responsible Officer
A5.17 <sup>23</sup>	Finalise the Corowa Aerodrome service review.		Further Report to Council		31-Dec-25	Aerodrome Officer		Manager Operations
A5.18 <sup>24</sup>	Improvements implemented from the review of the Community Engagement Strategy.	Community Engagement Strategy	To be determined following adoption of the strategy	To be determined following adoption of the strategy	To be determined following adoption of the strategy	Communications Team		Manager Communications & Engagement
A5.19	Complete the Planning and Development service review.		Service Review Presented to Council and Exhibited	Completion by August 2025	30-Aug-25	Town Planning & Building Control	Already funded 2024/25	General Manager
A5.20	Undertake a Service Review of Council Buildings.		Service Review Presented for Council and Exhibited		30-Jun-26	Building Operations & Maintenance		Manager Environment, Facilities & Regulations  Manager Facilities & Environment

<sup>&</sup>lt;sup>23</sup> Action links to CSP Strategy: 2.1. Diversified industry and thriving businesses. Delivery Program Principal Activity: 2.1.5. Support business development.

<sup>&</sup>lt;sup>24</sup> Action links to CSP Strategy: 5.1. Inform and engage the community in decision making. Delivery Program Principal Activity: 5.1.2. Ensure extensive communication and consultation with residents.

•	onal Plan 2025/26 ective 5: Civic leaders	hip is strong, consult	tative and responsive	to our community	r's needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.21 <sup>25</sup>	Undertake a Service Review of Economic Development.		Service Review Presented for Council and Exhibited		30-Jun-26	Economic Development		Manager Community & Economic Development
A5.22	Undertake a Service Review of Tourism.		Service Review Presented for Council and Exhibited		30-Jun-26	Tourism Team		Manager Communications & Engagement
A5.23	Undertake a Service Review of Risk & Safety.		Service Review Presented for Council and Exhibited		30-Jun-26	Human Resources & WHS		Manager People & Culture
A5.24	Implement improvements to Attraction, Recruitment and Retention practices.	Resourcing Strategy (Workforce Management Strategy 2025 - 2029)	Initiatives Implemented	Targets as contained in the WMS	30-Jun-26	Human Resources & WHS		Manager People & Culture
A5.25	Implement improvements to Safety and Wellbeing the workplace.	Resourcing Strategy (Workforce Management Strategy 2025 - 2029)	Initiatives Implemented	Targets as contained in the WMS	30-Jun-26	Human Resources & WHS		Manager People & Culture

<sup>&</sup>lt;sup>25</sup> Action links to CSP Strategy: 2.1. Diversified industry and thriving businesses. Delivery Program Principal Activity:2.1.1 Support a collaborative regional approach to economic development.

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Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.26	Develop leadership skills across the organisation.	Resourcing Strategy (Workforce Management Strategy 2025 - 2029)	Skills Training Facilitated	Targets as contained in the WMS	30-Jun-26	Human Resources & WHS		Manager People & Culture
A5.27	Assess Council's risk management framework against the current Australian risk management standard.		Assessment Completed		31-Dec-25	Audit Risk Improvement Committee and Human Resources & WHS		Manager People & Culture
A5.28	Develop and maintain Strategic Risk Register.		Strategic Risk Register Reviewed		30-Jun-26	Human Resources & WHS		Manager People & Culture
A5.29	Develop Internal Audit Charter.		Internal Audit Charter Adopted by Council		31-Dec-25	Audit Risk Improvement Committee and Human Resources & WHS		Deputy General Manager & Chief Financial Officer

	onal Plan 2025/26 ective 5: Civic leaders	hip is strong, consult	ative and responsive to	o our community	's needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.30	Implement strategic internal audit program.		Internal Audit Conducted	Report received by 30-Jun-26	30-Jun-26	Audit Risk Improvement Committee and Human Resources & WHS	\$30,000	Deputy General Manager & Chief Financial Officer
A5.31	Conduct Annual Insurance renewals.		Insurance Renewed		30-Jun-26	Risk & Safety Officer	\$935,000	Risk & Safety Officer
A5.32	Develop Climate change adaptation plan.		Plan Developed		30-Sep-25	Whole of Organisation		Deputy General Manager & Chief Financial Officer
A5.33	Maintain Cyber Security Framework.		Framework Operational	Satisfactory performance in testing	30-Jun-26	IT Services & Records		Manager Information & Customer Service
A5.34	Implement enhancements to Council information and operational technology networks.		Enhancements Implemented		30-Jun-26	IT Services & Records		Manager Information & Customer Service

· ·	onal Plan 2025/26							
CSP Obj	ective 5: Civic leadersl	hip is strong, consult	ative and responsive to	our community'	s needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.35	Implement a project management framework that results in more effective solutions and better community outcomes.		Framework Implemented		30-Jun-26	Project Managers of Built Federation		Director Engineering Services Manager Infrastructure
A5.36	Develop Internal Communication & Engagement Strategy.		Internal Communication & Engagement Strategy Adopted		31-Dec-25	Communications Team		Manager Communications & Engagement
A5.37	Review of Asset Management Strategy.	Resourcing Strategy - Strategic Asset Management Plan 2025 -2035	Asset Management Strategy Adopted by Council		30-Jun-26	Engineering Team		Manager Infrastructure
A5.38	Implement Asset Management Improvement Plan.	Resourcing Strategy - Strategic Asset Management Plan 2025 -2035	Initiatives Implemented	In Accordance with Strategy	30-Jun-26	Engineering Team		Manager Infrastructure
A5.39	Update Strategic Asset Management Plan.		Strategic Asset Management Plan Adopted by Council		30-Jun-26	Engineering Team		Manager Infrastructure

	onal Plan 2025/26							
CSP Obj	ective 5: Civic leaders	hip is strong, consult	ative and responsive to	o our community	s needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.40	Review delegations from Council to the Mayor and General Manager.		Delegations Reviewed		30-Sep-25	Human Resources & WHS		Governance Officer
A5.41	Review delegations from General Manager to staff.		Delegations Reviewed		30-Sep-25	Human Resources & WHS		Governance Officer
A5.42	Review Open Access Records.		Agency Information Guide Updated		30-Jul-26	Human Resources & WHS		Governance Officer
A5.43	Review Council Policy Framework.		Council Policy Framework Adopted by Council		30-Mar-26	Human Resources & WHS		Governance Officer
A5.44	Review Privacy Management Plan.		Privacy Management Plan Adopted by Council		30-Sep-25	Human Resources & WHS		Governance Officer
A5.45	Introduce framework for managing council's obligations under the Modern Slavery Act 2018.		Framework Introduced		31-Dec-25	Corporate Services Team		Deputy General Manager & Chief Financial Officer

	onal Plan 2025/26 ective 5: Civic leaders	hip is strong, consult	ative and responsive to	o our community'	s needs.			
Code	Actions/ Projects/ Programs 2025/26	Federation Council Strategy / Plan (where applicable)	Key Performance Indicator 2025/26	Target 2025/26	Due Date	Budget 20 Staffing	025/26 Other	Responsible Officer
A5.46	Standardise Practices to meet Child Safe Standards.		Practices Updated		31-Dec-25	Human Resources & WHS		Manager People & Culture

# **Operating Budget Report 2025/26**

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Bushfire & Emergency Service									
Federation Bushfire Expenses	-	205	-205	-	206	-206	-	206	-206
Federation Bushfire Grant	200	-	200	200	-	200	200	-	200
Berrigan Shire Bushfire Expenses	-	70	-70	-	70	-70	-	70	-70
Berrigan Shire Bushfire Contribution	70	-	70	70	-	70	70	-	70
NSW Rural Fire Service Levy	-	495	-495	-	495	-495	-	495	-495
Fire & Rescue NSW Levy	-	60	-60	-	60	-60	-	60	-60
NSW State Emergency Service Levy	-	65	-65	-	65	-65	-	65	-65
SES Expenses	-	7	-7	-	7	-7	-	7	-7
Emergency Management			-	-	116	-116	-	116	-116
Natural disaster	-	170	-170	-	170	-170	-	170	-170
Total Bushfire & Emergency Service	270	1,072	-802	270	1,190	-920	270	1,189	-919
Communications									
Communication Administration	-	429	-429	-	442	-442	-	442	-442
Council Snippets	-	76	-76	-	79	-79	-	79	-79
Urana Newsletter	7	25	-18	7	26	-18	7	26	-18
Total Communications	7	530	-523	7	547	-540	7	547	-540

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Corporate	-	_	-	-	<del>-</del>	-	-	-	-
Corporate Services Management	2	695	-693	2	697	-695	2	697	-695
Internal Audit Services	-	15	-15	-	30	-30	-	30	-30
ARIC Committee	-	30	-30	-	30	-30	-	30	-30
IP & R Expenses	-	110	-110	-	10	-10	-	10	-10
Legal Expenses	-	50	-50	-	50	-50	-	50	-50
Total Corporate	2	900	-898	2	817	-815	2	817	-815
Customer Service & Service NSW									
Customer Service Administration	4	376	-372	4	391	-387	4	391	-387
Service NSW Administration	176	200	-24	184	197	-13	184	197	-13
Postage	-	12	-12	-	13	-13	-	13	-13
Total Customer Service & Service NSW	180	587	-407	188	601	-413	188	601	-413
Finance									
Finance & Rates Administration	-	955	-955	-	988	-988	-	988	-988
Subscriptions & Software	-	31	-31	-	41	-41	-	41	-41
Auditors Services	-	95	-95	-	98	-98	-	98	-98
Bank Charges	-	92	-92	-	107	-107	-	107	-107
Investment Software & Advice	-	12	-12	-	12	-12	-	12	-12
Rates Valuation Fees	-	74	-74	-	75	-75	-	75	-75

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Rates Notices Printing & Delivery	-	52	-52	-	66	-66	-	66	-66
Debt Recovery & Legal Fees	60	60	-	60	60	-	60	60	-
Centrelink Access Point Commission	6	-	6	9	-	9	9	-	9
Staff Vehicle Leaseback Fees	184	-	184	160	-	160	160	-	160
Rate Income	12,933	-	12,933	15,426	-	15,426	10,602	-	10,602
Rates Interest on overdue Rates	30	-	30	60	-	60	60	-	60
Rates Pensioner Subsidy Grant	137	-	137	137	-	137	137	-	137
Rate Pensioner Concession	-250	-	-250	-250	-	-250	-250	-	-250
Council Property Rates	-246	-246	-	-304	-304	-	-239	-239	-
Certificate Fees	35	-	35	35	-	35	35	-	35
Interest on Investments	620	-	620	672	-	672	618	-	618
Financial Assistance Grant	9,108	-	9,108	9,212	-	9,212	9,212	-	9,212
Total Finance	22,617	1,125	21,492	25,216	1,142	24,074	20,404	1,207	19,197
General Managers Office & Councillors Expenses									
Governance Management	-	593	-593	-	629	-629	-	629	-629
Councillors Expenses	-	277	-277	-	287	-287	-	287	-287
Councillors Training	-	60	-60	-	30	-30	-	30	-30
Council Subscriptions	-	87	-87	-	93	-93	-	93	-93
Council Election	-	185	-185	-	-	-	-	-	-

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
RAMJO Projects	-	10	-10	-	10	-10	-	10	-10
Organisation Review Expenses	-	25	-25	-	-	-	-	-	-
Service Reviews	-	150	-150	-	200	-200	-	200	-200
Annual Schools Program	-	1	-1	-	1	-1	-	1	-1
Total General Managers Office & Councillors Expenses		1,388	-1,388	-	1,250	-1,250	-	1,250	-1,250
Insurances									
Insurance Portfolio	-	850	-850	-	882	-882	-	882	-882
Public Liability Insurance Claim	-	60	-60	-	60	-60	-	60	-60
Total Insurances	-	910	-910	-	942	-942	-	942	-942
IT Services & Records									
Information Technology Administration Information Technology Continuous	1	525	-524	1	511	-510	1	511	-510
Improvements	-	5	-5	-	5	-5	-	5	-5
Records Administration	-	99	-99	-	102	-102	-	102	-102
Telephone and Internet Expenses	-	86	-86	-	85	-85	-	85	-85
Office Stationery Expenses	-	25	-25	-	20	-20	-	20	-20
Photocopiers Expenses	-	15	-15	-	13	-13	-	13	-13
Software Licences	-	756	-756	-	807	-807	-	807	-807
Total IT Services & Records	1	1,511	-1,510	1	1,543	-1,542	1	1,543	-1,542

\$'000		Budget 2025		Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Interest Repayments									
Interest Repayments	-	187	-187	-	174	-174	-	174	-174
Total Interest Repayments	-	187	-187	-	174	-174	-	174	-174
Oncosts - Human Resources & WHS Management	-	<del>-</del>	_	-	<u>-</u>	-	-	<u>-</u>	_
Human Resources Management	-	552	-552	-	701	-701	-	701	-701
WHS Management	41	419	-377	-	143	-143	-	143	-143
Workers Compensation Insurance	-	820	-820	-	900	-900	-	900	-900
Training	-	505	-505	-	480	-480	-	480	-480
Leave Expenses	-	2,330	-2,330	-	2,420	-2,420	-	2,420	-2,420
Fringe Benefit Taxes	-	150	-150	-	150	-150	-	150	-150
Superannuation	-	1,656	-1,656	-	1,706	-1,706	-	1,706	-1,706
Oncost Recovery	-	-6,300	6,300	-	-6,412	6,412	-	-6,412	6,412
Total Oncosts - Human Resources & WHS Management	41	132	-91	-	88	-88	-	88	-88
Property									
Property Management	-	144	-144	-	154	-154	-	154	-154
Total Property	-	144	-144	-	154	-154	-	154	-154

\$'000	Budget 2025			Planned Scenario 2026			Baseline Scenario 2026		
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Risk Management									
Risk Management	-	-	-	-	124	-124	-	124	-124
Total Risk Management	-	-	-	-	124	-124	-	124	-124
Depreciation									
Software	-	40	-40	-	56	-56	-	56	-56
Total Depreciation	-	40	-40	-	56	-56	-	56	-56
Transfers									
Communication Transfer of Overheads to Water, Sewer & Domestic Waste	-	-155	155	-	-160	160	-	-160	160
Corporate Transfer of Overheads to Water, Sewer & Domestic Waste	-	-519	519	-	-502	502	-	-502	502
Customer Services Transfer of Overheads to Water, Sewer & Domestic Waste	-	-163	163	-	-169	169	-	-169	169
Finance & Rates Transfer of Overheads to Water, Sewer & Domestic Waste	_	-581	581	-	-607	607	-	-607	607
Governance Management Transfer of Overheads to Water, Sewer & Domestic									
Waste	-	-244	244	-	-252	252	-	-252	252
Councillors Transfer of Overheads to Water, Sewer & Domestic Waste	-	-98	98	-	-105	105	-	-105	105
Information Technology Transfer of Overheads to Water, Sewer & Domestic									
Waste	-	-706	706	-	-713	713	-	-713	713

41000	Budget		Planned Scenario		Baseline Scenario				
\$'000		2025			2026			2026	
	Income	Expenses	Total	Income	Expenses	Total	Income	Expenses	Total
Property Technology Transfer of Overheads to Water, Sewer & Domestic Waste	-	-37	37	-	-39	39	-	-39	39
Records Transfer of Overheads to Water, Sewer & Domestic Waste	-	-25	25	-	-26	26	-	-26	26
Total Transfers	-	-2,527	2,527	-	-2,574	2,574	-	-2,574	2,574
Total Well-Governed Federation	23,118	5,999	17,119	25,684	6,054	19,630	20,872	6,118	14,754

# **Capital Program Summary 2025/26**

Capital Program Summary 2025/26							
IPP&E – Well-Governed Federation							
	Budget	Planned Scenario	Baseline scenario				
\$'000	2025	2026	2026				
Asset class							
Office equipment	280	228	228				
Total asset	280	228	228				

# **CONTACT US**

Please contact Federation Council with any enquiries regarding the Draft Delivery Program 2025 – 2029 and Operational Plan 2025/26 or Annual Budget.

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**Email:** council@federationcouncil.nsw.gov.au

Version	Date	Details	Council Resolution / Date
V1.0	11 April 2025	Draft for Council endorsement for public exhibition	



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CREATING OPPORTUNITY CELEBRATING COMMUNITY