

# THIS IS FUTURE FEDERATION

Delivery  
Program

**2022-2026**

Operational  
Plan

**2023-2024**

Annual  
Budget

**2023-2024**

**Progress Report**  
**July - December 2023**



**FEDERATION  
COUNCIL**

## Operational Plan 2023 - 2024

Council is pleased to present the 6-month progress report outlining progress in the first half of Council's 2023 - 2024 Operational Plan. The 2023 - 2024 Operational Plan covers the period from 1 July 2023 to 30 June 2024 and this report outlines the achievements in the first half of this reporting year, being from 1 July 2023 to 31 December 2023. The Operational Plan is contained in the 2022-2026 Delivery Program and has 167 actions. Ongoing actions or programs are depicted as being on track at 50% unless otherwise stated with projects represented as the percentage complete for the entire project.

Some of our milestones this period include:

- Water servicing strategies and network models completed for the growth townships of Mulwala, Howlong and Corowa. Further work required to complete the sewer servicing strategies and network modelling to submit to Council for endorsement.
- Significant water infrastructure upgrades for Howlong progressing - augmentation of the water main between the Howlong Water Filtration Plant and the trunk water main along Townsend Street is nearing completion. Tender specifications for the construction of a new reservoir for Howlong under development.
- Report on improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand in progress with draft documentation to be presented to the Villages Floodplain Risk Management Committee in March 2024.
- Feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana well advanced with report due to Council in March 2024
- Kerbside waste collection contract awarded to Cleanaway at the August 2023 Ordinary Council meeting and scheduled to commence 1 July 2024.
- New MOU entered with Murray Regional Tourism and Destination Riverina Murray to support participation on a range of collaborative tourism initiatives.
- Upgrade of the Corowa Saleyards nearing completion- due to be finished March 2024
- Delivered the first two events of the North of the Murray Event Series (in Corowa and Howlong)
- Hosted visit from twelve (12) delegates from Miki City, Council's Sister City in Japan
- Business case study on the financial sustainability of Federation Council and the advantages/disadvantages of amalgamation received.
- Corowa Aquatic Centre service review completed with preferred operational model currently being implemented

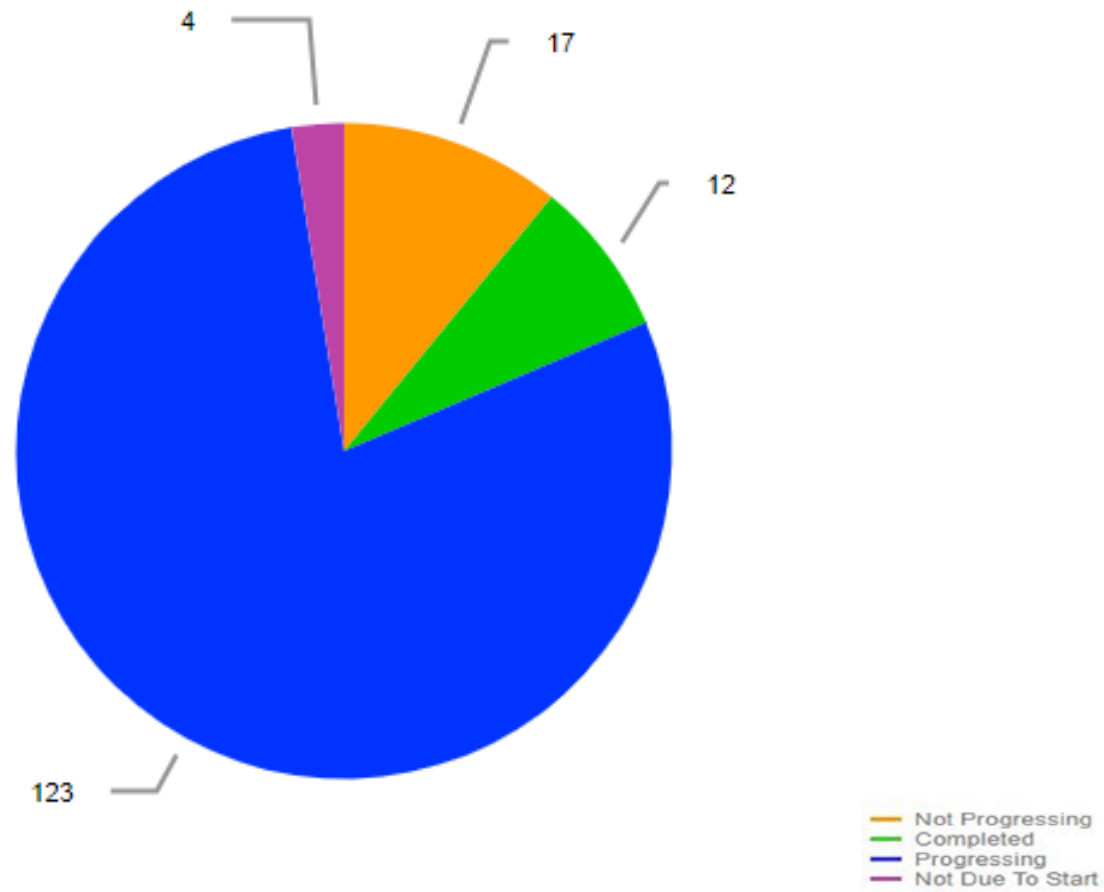
This report will also be made available for downloading via Council's website at <https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Reporting>. Please take the time to read the entire report, which includes % achieved, and also many comments as to the status of the actions.



**Mayor Patrick Bourke**



## Action Snapshot- July – December 2023 (H1)





**Outcome:**

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

## Built Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.2	Finalise Asset Management Plan for local roads, bridges and footpaths.	Progressing	10%	Vacancy of the asset coordinator position has not allowed this to progress. Recruitment of this critical position is currently in progress.
	1.1.3	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure	Progressing	50%	Road hierarchy adopted in 2022 Transport Asset Management Plan. Requires review of asset registers, treatment and renewal strategies, asset lives and user priorities.
	1.1.4	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.	Progressing	35%	The capital works renewal and improvement program for 2023/24 totalled \$16.3 million. At 31 December 2023, 38% of this has been expended or committed.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Implement a Capital Works renewal and improvement program for Aquatic, recreational, and other community facilities	Progressing	50%	The capital works renewal and improvement program for 2023/24 totalled \$2.0 million. At 31 December 2023, 48% of this has been expended or committed.
	1.2.2	Develop Masterplan for Memorial Park/ Cross Street Reserve Howlong.	Progressing	30%	Funding has been acquired and a RFQ is in process to develop the masterplan.
	1.2.3	Implement Urana Caravan Park improvements as funded under the Stronger Country Communities Fund	Completed	100%	Programed works to the park completed prior to peak holiday period.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.2.4	Undertake structural upgrades to the Mulwala Pioneer Museum as funded under the Stronger Country Communities Fund.	Progressing	10%	Structural engineer engaged and assessment made. No scope of works or design as yet.
	1.2.5	Undertake improvements to pavement and lighting for the Corowa Civic Bowls Club as funded under the Stronger Country Communities Fund.	Progressing	0%	Funded and lighting and ceiling upgrades complete. Pavers 25% complete
	1.2.6	Undertake Oaklands Recreation Reserve- Stage 2 project works as funded through the Stronger Country Communities Fund.	Progressing	25%	The design has been completed for the upgrade of the existing netball change rooms.
	1.2.7	Implement accessibility improvements to Howlong Library, Mulwala Library, and Corowa artspace as funded under the Stronger Country Communities Fund.	Progressing	0%	Structural engineer engaged to do a design and scope of works so we can progress to RFQ.
Maintain and improve water supply services and systems to meet the needs of residents and industry.	1.3.1	Implement a Capital Works renewal and Improvement program for water services	Progressing	35%	Capital projects such as augmentation of the water main between the Howlong Water Filtration Plant and the trunk water main along Townsend Street are nearing completion. NSW Public Works have been engaged to prepare RFQ and RFT documentation to progress additional projects. The capital works renewal and improvement program for 2023/24 totalled \$5.4 million. At 31 December 2023, 38% of this has been expended or committed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.3.2	Develop water systems capacity review (Corowa, Howlong and Mulwala)	Progressing	95%	Water servicing strategies and network models completed for the growth townships of Mulwala, Howlong and Corowa. Awaiting completion of sewer servicing strategies and network modelling to submit to Council for endorsement.
	1.3.3	Implement \$3.8m water infrastructure upgrades for Howlong.	Progressing	85%	Augmentation of the water main between the Howlong Water Filtration Plant and the trunk water main along Townsend Street are nearing completion. Tender specifications for the construction of a new reservoir for Howlong are being reviewed, with intent to go to tender in July/August 2024.
	1.3.4	Advocate for funding for the renewal of the Mulwala Water Treatment Plant.	Progressing	10%	Public Works NSW have been engaged to prepare a Strategic Plan for the sewer and water business of council. This work will include the preparation of a business case to support future funding applications for the renewal of the Mulwala Water Treatment Plant.
	1.3.6	Develop Integrated Water Cycle Management Plan including service review.	Progressing	10%	Public Works have been engaged to prepare a Water & Sewer Strategic Plan that will incorporate the Integrated Water Cycle Management Plan. These works have commenced and are scheduled for completion by December 2024.



4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Maintain and improve sewerage services and systems to meet the needs of residents and industry.	1.4.1	Implement a Capital Works renewal and improvement program for sewer services.	Progressing	25%	Capital works renewal program is in the long term financial plan. NSW Public Works have been engaged to assist with the preparation of RFQ and RFT documentation. The capital works renewal and improvement program for 2023/24 totalled \$5.0 million. At 31 December 2023, 29% of this has been expended or committed.
	1.4.2	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment plant	Progressing	5%	NSW Public Works have been engaged to complete the Strategic Planning Documentation for Federation Council. This project should be completed by 31 December 2024.
	1.4.3	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).	Progressing	10%	GHD have been engaged to undertake network modelling for the township of Howlong and to prepare a servicing strategy. This engagement is expected to be completed in the current financial year. The townships of Corowa and Mulwala will require asset inspection and survey to be able to compete modelling. A fee proposal is being sought from NSW Public works to complete this part of the project.
	1.4.4	Deliver 2023/24 Balldale Water Project.	Progressing	80%	The funded project has been largely finished. The remaining works to connect the system remains unfunded in the current financial year. Further funding has been sought for this project.
Maintain and improve stormwater and flood protection systems to meet the	1.5.1	Implement a Capital Works renewal and improvement program for stormwater services	Progressing	5%	The capital works renewal and improvement program for 2023/24 totalled \$280,000. At 31 December 2023, 5% of this has been expended or committed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
needs of residents and industry.	1.5.2	Develop a Stormwater Drainage Strategy for urban areas.	Not Progressing	0%	The Special Rate Variation 2023-24 allocated \$50,000 to this project. Further funds in 2024/25 will enable this project to progress.
	1.5.4	Finalise Howlong, Corowa and Mulwala Flood Study.	Progressing	60%	Modelling of 2022 flood event added to the project and models nearing completion.
	1.5.5	Identify improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand	Progressing	90%	Project on target with draft documentation to be presented to the Villages Floodplain Risk Management Committee in March 2024.
	1.5.6	Undertake investigations (including a levee structural integrity assessment), concept design and detailed design for flood modification measures for Morundah.	Progressing	80%	Consultants engaged. Draft concept plans have been prepared. Further work to recommence Feb24
	1.5.7	Undertake a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.	Progressing	90%	Project nearing completion with report due to Council in March 2024
	1.5.8	Undertake investigations to confirm potential impacts of extending and upgrading the Urana levee and its alignment, and progress to concept and design and detailed design.	Progressing	80%	Consultants engaged, Draft concept plans prepared. Further work to recommence in Feb 2024
Advocate for public transport, telecommunications and energy utilities that meet the needs of residents and industry.	1.6.1	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry	Progressing	50%	Council continues to lobby for improvements to transport, communications and other utilities, including through its membership with LGNSW, Ramjo and Country Mayors Association NSW.
	1.6.2	Lobby NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong	Progressing	50%	Council in partnership with the Howlong Community Progress Association are lobbying Transport for NSW to undertake this work.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	1.6.3	Lobby NSW Government for an accelerated design program for the construction of the new Lake Mulwala Bridge	Progressing	20%	Council is working with Moira Shire Council to consider ways to formalise the lobbying and advocacy efforts.
Improve waste management services.	1.7.1	Actively participate in kerbside collection contract renewal process	Completed	100%	Kerbside Collection Contract was awarded to Cleanaway at the August 2023 Ordinary Council meeting. The new contract is scheduled to commence from July 1, 2024.
	1.7.2	Finalise Federation Council Waste Strategy	Progressing	30%	Draft Waste Strategy is completed. This will be presented to council in the first half of 2024.
	1.7.3	Conduct community education program in advance of introduction of three bin system.	Progressing	25%	Planning for the community education program is underway with strong guidance and educational material provided by Halve Waste.



## Economic Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Finalise the Federation Council Growth Strategy, ensuring it includes projects to achieve higher rates of population and employment growth, especially in youth and young family segments	Progressing	50%	Issues paper due to be presented to council prior to end of Financial year
	2.1.2	Support the GROWing regions of welcome project.	Progressing	30%	Meeting with Department of Regional NSW in Corowa with the essential working attraction campaign team. Intereach, Council, Chamber, health, Service NSW, police, fire all invited to attend and collaborate.
Support workforce development.	2.2.1	Participate in RAMJO's local skills shortage working group	Progressing	20%	Initial discussions held around Federation's potential contribution to group.
	2.2.3	Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.	Progressing	50%	Program for 2023 complete. Program for 2024 currently seeking applicants.
Encourage affordability.	2.3.1	Ensure strategy and long term planning considers the development of new affordable residential land.	Completed	50%	Addressed in the Growth Management Strategy issues paper to be presented to Council by the end of the financial year.
Support inward investment.	2.4.1	Support and encourage opportunities for increased public and private sector investment across the council area.	Progressing	20%	EOI of interest for Commonwealth Government funding for water and sewer infrastructure works in Mulwala progressed to application stage. Grant funding application being prepared for submission in January 2024

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.4.2	Seek public and private sector investment for upgrades to Ball Park Caravan Park.	Not Progressing	0%	To be progressed in the second half of 23/24.
	2.4.3	Investigate opportunities to expand Urana Caravan Park.	Progressing	10%	Funding allocation made by Council in December 2023 to progress project
Support entrepreneurship and industrial diversification.	2.5.1	Progress sale of industrial land in the Howlong Industrial Estate	Progressing	80%	50% of land sold / under contract - continue to progress.
	2.5.2	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects	Progressing	30%	Issues paper to be presented to council before end of financial year that informs the growth management strategy
	2.5.3	Develop and Implement Commercial activities on Public Land Policy	Progressing	10%	Delayed to 2024/25 due to impact of flooding and the completion of the plans of management for reserves.
Support a collaborative regional approach to economic development	2.6.2	Support the delivery of the Regional Economic Development Strategy (REDS) implementation.	Progressing	10%	Meet and greet with stakeholders, continue to work through resourcing demands of the Economic Development strategy in the coming months and review it in line with resourcing levels.
	2.6.3	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives	Progressing	50%	Council resolved to maintain membership with MRT at its November meeting of Council for a three year period. Council staff will continue to work with MRT on a range of collaborative tourism initiatives.
Support the agricultural industry.	2.7.1	Complete delivery of Stage 1 of the masterplan for the Corowa Saleyards	Progressing	90%	Due to be finished March 2024
	2.7.2	Review the Masterplan for the Corowa Saleyards.	Not Due To Start	0%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.7.3	Increase investment in local road maintenance and renewal.	Progressing	80%	Additional investment in local road maintenance and renewal was committed to in the Special Rate Variation process. The SRV-funded local roads program for 2023/24 totalled \$809,000. At 31 December 2023, 80% of this has been expended or committed.
	2.7.4	Implement Corowa Saleyards Agricultural Precinct new brand, website and marketing program.	Progressing	50%	Brand developed and complete. New website and marketing program yet to be completed.
Increase tourism.	2.8.1	Continue to develop and market the electronic newsletter as a means of communicating with tourism stakeholders	Progressing	50%	Ongoing - actioned as per strategic plan.
	2.8.2	Continue implementation of the North of the Murray 5 year Destination Marketing Strategy 2020 - 2024	Progressing	50%	Ongoing as per strategic implementation plan.
	2.8.3	Actively seek opportunities for external funding to support the development of key tourism product.	Progressing	50%	Ongoing. Funding achieved through Community Events Program to host North of the Murray Event Series from December 2023 through to February 2024.
Enhance retail.	2.9.2	Support Initiatives to encourage residents to shop locally	Progressing	10%	Working with local chamber to assist progression of these actions
Support business development.	2.10.1	Conduct service review of Corowa Aerodrome services.	Progressing	20%	Request for Quotation documents have been sent to suitably qualified consultants to undertake this service review. Work to commence early in 2024.
	2.10.2	Progress funding strategy for Masterplan for Corowa Aerodrome.	Not Progressing	0%	A funding strategy for the Masterplan of the Corowa Aerodrome will be prepared following the completion of the service review.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	2.10.3	Facilitate local business support services in line with Economic Development Strategy	Progressing	10%	





## Natural Federation

**Outcome:**

**Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces.**

## Natural Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide quality recreational spaces.	3.1.2	Seek funding for implementation of Masterplans for key recreation reserves: Lowe Square Howlong, Lonsdale Reserve Mulwala, John Foord Reserve Corowa and Urana Aquatic centre.	Progressing	50%	The Masterplans for Lowe Square Howlong and Lonsdale reserve have been completed. John Foord Oval (Corowa foreshore and surrounds precinct) has been adopted as part of the overall plan. Urana Aquatic centre plans have not been adopted, more consultation and funding is needed.
	3.1.3	Finalise Urana Aquatic Centre and JM Smith Nature Reserve Masterplan.	Not Progressing	0%	Funding is needed to progress this project.
	3.1.4	Review John Foord Corowa Reserve Masterplan, incorporating impact of flood event.	Progressing	50%	Meetings with the tenants of John Foord oval are still taking place.
	3.1.5	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans	Progressing	40%	Some of the actions have been delivered through the Crown Reserves Infrastructure Funding program. Further actions will need to be allocated funding or grants sourced in order to deliver them.
Ensure attractive and vibrant public spaces.	3.2.1	Develop a tree management strategy to respond to changing climate, including development of a tree register for priority recreation reserves.	Progressing	15%	Funding of \$40,000 from the Special Rate Variation was allocated to progress a tree management strategy and tree register across Federation Council. Some high profile areas have been completed.
Conserve and utilise waterways, and develop their frontages.	3.3.1	Progress upgrade to Corowa Foreshore (Ball Park Reserve) as funded under the Crown Reserves Infrastructure Fund (CRIF).	Progressing	95%	Project nearly completed. Only minor works remain to be completed.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Conserve and utilise public lands.	3.4.1	Continue to maintain Council's nine cemeteries.	Progressing	50%	All council cemeteries are maintained on a scheduled work program.
	3.4.2	Finalise generic Crown Land plan of management across Council managed Crown Reserves	Progressing	85%	Habitat Planning presented to Councillors' Oct workshop. Draft Plans of management will be forwarded to Councillors for comment and then presented at February 2024 Council meeting for exhibition approval.
Support responsible land management practices.	3.5.1	Partner with Corowa Landcare Partnership to work together on local environmental protection, natural resource management and sustainable agriculture initiatives.	Progressing	50%	Federation Council and Corowa and District Landcare continue to have a sound partnership. The River street wetlands is a recent project which has been completed.
Implement consistent and appropriate land use planning strategies	3.6.1	Finalise Federation Council Local Environmental Plan.	Not Progressing	0%	New plan on hold until strategic work completed for water and sewer services and Growth Management Plan finalised.
	3.6.2	Prepare Council wide Development Control Plan.	Not Progressing	0%	Resourcing required to undertake project.
	3.6.3	Review and Update developer contribution plans	Not Progressing	0%	Unable to progress with current resourcing and competing priorities
	3.6.4	Update Local Strategic Planning Statement.	Not Progressing	0%	Resourcing limitations have meant this project has been delayed until new council term and will be undertaken in conjunction with the development of the community strategic plan.
	3.6.5	Update Community Participation Plan in accordance with EP&A Act 1979.	Progressing	0%	Exploring option of including this work in the development of the Community Engagement Strategy (action 5.4.1)



**Outcome:**

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

## Social Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Update and Implement the Pedestrian Access and Mobility Plan (PAMP)	Progressing	50%	All opportunities to attract funding for projects have been investigated. 2023 projects have been. Grant has been applied for to update PAMP in 2024/25
	4.1.2	Support the work of the Ageing Well Committee	Progressing	50%	Council continued to meet monthly with the Federation Ageing Well Advisory Committee and seek advice and support for a range of Council activities, including ways to promote Ageing Well within the Federation Council area.
	4.1.3	Renew and Implement the actions within the Ageing Well Strategy	Progressing	50%	The Federation Ageing Well Strategy 2024-2028 is under development
	4.1.4	Celebrate the contributions of senior residents through the delivery of a Seniors Week initiative	Progressing	25%	Planning for the 2024 NSW Seniors Festival initiative is underway.
	4.1.5	Finalise purchase of Billabidgee Units Urana land.	Progressing	90%	Final payments have been made - awaiting feedback from Crown Land acquisitions team on final steps to complete
	4.1.6	Continue to work with local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.	Progressing	50%	
Improve healthcare.	4.2.1	Host interagency meetings with service providers delivering outreach services in the Federation Council area.	Progressing	50%	Regular meetings scheduled in.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Support young people.	4.3.1	Support the work of the Youth Council	Progressing	50%	Council continued to meet monthly with the Federation Youth Council and provide a platform for young people to have a voice, provide feedback, advice and views on issues that are important to them and other young people in the community.
	4.3.2	Continue to support the development, maintenance, and roll out of a directory with youth focused and mental health services listed	Progressing	30%	
	4.3.3	Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.	Progressing	20%	
	4.3.4	Continue to provide sponsorship for Federation Annual Schools Program to provide financial support to local young people towards the cost of learning and activities whilst at school.	Progressing	50%	Schools emailed and advised that the new round has opened. We have begun receiving applications and making payment.
Support access to quality education.	4.4.1	Advocate for the preservation of schools in rural communities	Progressing	50%	Advocacy provided and currently all schools remain open that were open in the previous year.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the work of the Primary Prevention Team.	Progressing	50%	Council continued to auspice and support the work of the Federation Primary Prevention Team.
	4.5.2	Continue to seek funding through LDAT and CDAT programs to deliver actions from the Federation Primary Prevention Action Plan.	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Provide sport and recreational opportunities.	4.6.1	Continue to maintain over 148 sporting grounds, parks and recreation areas across the Council area.	Progressing	50%	The maintenance of ovals, parks and recreation areas across Federation Council continues to align with budgets and schedules.
	4.6.2	Continue to maintain and operate swimming pools in Corowa, Howlong, Oaklands and Urana.	Progressing	50%	All pools maintained and in operation.
	4.6.3	Continue to maintain skateparks in Howlong and Corowa.	Progressing	50%	Skate parks in Howlong and Corowa are inspected and maintained weekly.
	4.6.4	Seek grant funding for community-led sport and recreational projects where consistent with Masterplans.	Progressing	50%	Funding sought for a number of community projects under the NSW Government Local Roads and Community Infrastructure program (Playground equipment at the Morundah park, Replacement of an accessible BBQ and shade structure at MacKnight Park Urana, painting of Oaklands Hall & Morundah Recreation Ground Hall, BBQ Shelter upgrade at Lions Park South Corowa, renewal of toilet at MacKnight Park Urana and upgrade of electricity at Lowe Square Howlong)
Support childcare and family services.	4.7.1	Support awareness and access to the Family and Children's Services Directory.	Progressing	50%	
	4.7.2	Deliver the mobile preschool service across the northern area of the LGA	Progressing	50%	Service is being delivered in four locations with transport offered for families.
	4.7.3	Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.	Progressing	50%	Corowa and Howlong contribution paid, Mulwala still to be finalised.
	4.7.4	Ensure long term plans enable child care services to support Mulwala and other communities.	Progressing	50%	Flexibility included in current planning controls for developments of this nature and referenced in issue paper for the growth management strategy

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Encourage community pride and spirit.	4.8.1	Conduct Community Grants program.	Progressing	50%	2023/2024 Community Grants Program - Round One opened on Monday 7 August and closed on Friday 15 September 2023. Council awarded \$27,000 to fifteen local community groups and organisations who represented various disciplines, including community work and welfare, children and families, youth, disability, seniors, health promotion, events and tourism, arts and culture, skill development and training, volunteers, and sport and recreation.
	4.8.3	Continue to promote and encourage use of the free online community directory.	Progressing	50%	
	4.8.4	Develop and implement a management framework to support the valued work of volunteers.	Progressing	20%	Developing - ongoing development of documentation and regional working groups for collaboration.
Ensure community safety.	4.9.1	Implement the Road Safety Program	Progressing	50%	progressing in accordance with the program
	4.9.3	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.	Progressing	50%	All public health, animal management, environmental, parking and regulatory compliance matters are complete as per daily operational requests are fulfilled.
	4.9.4	Implement the Companion Animal Management Plan.	Completed	100%	The companion Animal Management Plan has been implemented and is in operation.
Celebrate the area's rich culture and heritage.	4.10.1	Develop and Implement a Reconciliation Action Plan (RAP) for the Federation Council area.	Progressing	40%	Draft prepared in conjunction with the RAP working group. In process of being reviewed prior to going to the Leadership group and then onto Council.
	4.10.2	Deliver actions from the Arts & Culture Strategy.	Progressing	50%	



4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.10.3	Continue to progress Council's friendship agreement with Miki City	Progressing	50%	Council hosted twelve delegates and chaperones from Miki City, Federation Council's Sister City, arrived on Tuesday, 22 August 2023. The delegation had three full days touring the Federation Council area, visiting community venues and sites, businesses, and schools. A fourth day was spent with host families. The group departed on Sunday, 27 August 2023.
	4.10.4	Ensure long term planning strategies investigate further development of the Federation Museum	Not Progressing	0%	
	4.10.5	Maintain membership of a regional arts body	Progressing	50%	Council continued to be a member of Murray Arts. Murray Arts is one of 14 Regional Arts Boards in NSW and also part of the Regional Arts Victoria Cultural Network that services the local government areas of AlburyCity, Greater Hume and Federation in NSW and Wodonga City, Indigo and Towong in Victoria.
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan. (DIAP)	Progressing	50%	
	4.11.2	Continue mandatory Pensioner Concession Scheme.	Completed	100%	Pensioner Concession given on rates, water and sewer for 2023-24
	4.11.3	Implement additional Pensioner Concession Scheme (subject to council resolution).	Not Progressing	0%	No Council resolution at this stage
Provide library services and programs accessible to all residents and visitors.	4.12.1	Provide static library service in Corowa, Howlong and Mulwala, and mobile library service in Boree Creek, Oaklands, Rand and Urana.	Progressing	60%	Library service provided

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	4.12.1	Provide static library service in Corowa, Howlong and Mulwala, and mobile library service in Boree Creek, Oaklands, Rand and Urana.	Progressing	60%	services and programs provided
	4.12.2	Encourage Library membership by promoting the range of services available.	Progressing	70%	Promotion of libraries including special sign up promotion at Community expo in Corowa
	4.12.3	Deliver school holiday programs across the Federation Council area.	Progressing	65%	Activities provided for July, October, and Summer school holidays
	4.12.4	Provide a free delivery service to housebound library patrons	Progressing	60%	Service being delivered



## Well-Governed Federation

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

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.1	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.	Completed	100%	Council closed this committee at the July 23 Council Meeting. 184/2023FC RESOLVED on the motion of Councillors David Longley and Gail Law 1. THAT Council note the feedback received on the Rates Advisory Committee and its Terms of Reference; 2. THAT the Rates Advisory Committee be dissolved in accordance with 2.1.4 of the Terms of Reference; and 3. THAT Council acknowledge and thank committee members for their significant contributions and frank advice during the advisory committee's period of operations
	5.1.3	Undertake annual reporting of expenditure relating to the approved 2023-24 Special Rate Variation.	Not Due To Start	0%	Will be reported on at June 24
	5.1.4	Engage with the community when setting annual fees and charges	Not Due To Start	0%	This work is conducted in the first half of the calendar year when Council engages on its IP&R documents (which includes the Revenue Policy and Fees and Charges schedule).
Work toward the equitable servicing of all areas.	5.2.1	Ensure Service Reviews include assessment of service levels across Council area and consideration of cross Council and border issues.	Progressing	50%	Service reviews take into account where relevant these factors.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
Ensure good governance and administration.	5.3.3	Review Delegations from Council to committees	Progressing	5%	A Working Group has been established to drive improvement in managing Council volunteers. Key risks are being assessed to prioritise the work required. This will lead into reviewing of the delegations from Council to S355 Committees.
	5.3.4	Review Council Policy Framework.	Progressing	35%	Existing framework reviewed. Draft provided and is pending changes post Leadership meeting.
	5.3.5	Review Open Access records.	Progressing	10%	Education and awareness raising has increased with staff. Preparation for next review is underway with responsibilities clarified.
	5.3.6	Review Privacy Management Plan.	Progressing	5%	Awaiting appointment of external consultant to progress.
	5.3.7	Review of Delivery Program/ Operational Plan	Progressing	10%	Meetings are being held with managers to review actions and resources required to achieve these ahead of any proposed changes being submitted to Manex.
	5.3.8	Prepare Annual Report	Progressing	90%	Annual report for 2022/23 finalised in November 2023 and available on Council's website. Given the extension of time to complete the financial statements for the year ended 30 June 2023, an updated version of the Annual Report will be loaded to Council's website when available.
	5.3.11	Develop Councillor Professional Development program	Completed	100%	Councillors have all completed their individual learning plans, and are now undertaking training as agreed to, within these plans.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.3.12	Introduce framework for managing council's obligations under the Modern Slavery Act 2018	Progressing	10%	Review commenced into standard contract clauses for future agreements.
	5.3.13	Standardise Practices to meet Child Safe Standards	Progressing	10%	Work has commenced on drafting a Child Safe Policy for adoption by Council.
	5.3.14	Council undertake a peer reviewed business case study on the financial sustainability of Federation Council and the advantages/disadvantages of amalgamation.	Completed	100%	This was completed in November 2023, and Council has noted the report, and is now working through consideration of adopting the recommendations and the resourcing of any that Council adopt.
Ensure extensive communication and consultation with residents.	5.4.1	Develop community engagement strategy in accordance with legislation	Progressing	20%	The development of Council's first organisation wide Community Engagement Strategy is underway. Council has awarded a contract to engage a consultant in November 2023 to support the further development and delivery of this strategy.
	5.4.2	Implement Community Engagement Strategy.	Not Progressing	0%	Community Engagement Strategy is on track to be implemented in 24/25 following its completion in mid 2024.
	5.4.3	Develop and implement internal communications strategy.	Progressing	20%	The development of Council's first organisation wide Community Engagement Strategy is underway. Council has awarded a contract to engage a consultant in November 2023 to support the further development and delivery of this strategy. The internal communication strategy and implementation plan will be delivered within this project scope in early 2024.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.4.4	Maintain Council online presence via digital channels	Progressing	50%	Maintaining of Council's online presence via digital channels is ongoing. Annual action plan has been developed for service areas to build website content. Council's data on its increased presence on social media and other digital platforms is trending positively and strongly.
Ensure quality customer service.	5.5.1	Review the Customer Service Charter and implement associated actions to improve the customer experience.	Progressing	20%	Initial review of Customer Service Charter has been undertaken. Further work being progressed on ongoing reporting capability prior to finalisation of the Charter.
	5.5.2	Maintain a user friendly customer request system	Progressing	50%	Ongoing
	5.5.3	Implement two year customer satisfaction surveys to understand strengths and areas for improvement.	Progressing	50%	Council is on schedule to conduct the Customer Satisfaction Survey in March 2024.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Implement a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement	Progressing	30%	Council has committed to a number of service reviews across this reporting period including Communications and Engagement, the Corowa Aquatic Centre, Water and Sewer and Electrical (Utilities).
	5.6.2	Implement Workforce Management Plan.	Progressing	25%	Review of Council's EAP; Engagement of HR platform; Raise awareness of organisational values

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.6.3	Implement Long Term Financial Plan and associated strategies	Progressing	50%	Implementation of Council's LTFP is progressing well. Financial statements for the year ended 30 June 2023 have been finalised (albeit with a modified opinion due to non-disclosure of RFS red fleet assets). Operating program was delivered within the approved budget, and with savings in some areas. New internally restricted reserves created for monies owed to creditors. Improvement achieved in financial sustainability ratios. Independent report by the University of Newcastle received; reinforces financial sustainability direction being pursued. Includes a range of suggestions or opportunities for improving Council's financial sustainability and the community's understanding of Council's financial position.
	5.6.4	Implement new Audit and Risk Management Framework components as legislated.	Progressing	5%	Legislated changes advised 4 December 2023. Reported to Audit Risk and Improvement Committee (ARIC) at meeting on 8 December 2023. Report on actions required to be provided to Council and ARIC in March 2024.
	5.6.5	Develop Internal Audit Charter.	Progressing	75%	draft presented to ARIC Committee at 18 August meeting. Deferred to December meeting for comments and feedback to be considered prior to being presented to Council for adoption.
	5.6.6	Develop and maintain Strategic Risk Register.	Progressing	20%	A Strategic Risk Register has been drafted and is currently undergoing further review.
	5.6.7	Conduct Annual Insurance renewals	Completed	100%	



4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.6.8	Develop Climate change adaptation plan	Not Progressing	0%	No further progress on this item.
	5.6.9	Engage with the Roads Advisory Committee in relation to strategic road plans.	Not Progressing	0%	Roads Advisory Committee will be re-established following a pause due to flooding across the shire and the commencement of a new Director Engineering Services. Reestablishment meeting will be scheduled in the first quarter of 2024 in line with the Terms of Reference.
	5.6.10	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies	Progressing	20%	Regular item on Leadership Group agenda. Savings across organisation being achieved from lower borrowing interest rates, reduced travel, more favourable electricity pricing with power purchasing agreements, implementation of software to improve productivity and trialling different methods of scheduling work.
	5.6.11	Develop and implement Cyber Security Framework.	Progressing	50%	Developed- awaiting adoption.
	5.6.12	Implement enhancements to Council information and operational technology networks.	Progressing	50%	Ongoing
	5.6.13	Undertake service review for Corowa Aquatic Centre.	Completed	100%	Service Review Complete. New Model determined and to be implemented over the next 6 months.
Provide effective asset management.	5.7.1	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Not Progressing	30%	Improvement plan has been developed but limited resources and vacancy of the Asset Coordinator position have not allowed this to progress further. The Asset Coordinator position is currently actively being recruited.

4 Year Delivery Goal	Action Code	Action Name	Status	Progress	Comments
	5.7.2	Develop and Implement Strategic Asset Management Plan.	Not Progressing	80%	Strategic Asset Management Plan adopted in December 2022. No further review possible until Asset Management Coordinator appointed. The Asset Coordinator position is currently actively being recruited.
Ensure appropriate emergency management.	5.8.1	Coordinate the Local Emergency Management Committee.	Progressing	50%	Local emergency Management Committee met on a scheduled basis. The LEMC's of Federation Council and Berrigan Council have combined meetings to provide a more efficient and effective meeting process. Council's Director of Engineering is the Local Emergency Management Officer and the Committee meets on a scheduled basis.
	5.8.2	Review the local Emergency Management Plan	Progressing	5%	The Local emergency Management Plan will be reviewed in conjunction with Berrigan Shire Council as the LEMC committees are now combined. This work will be progressed in the first half of 2024.
	5.8.3	Provide After Hours Emergency Response.	Progressing	50%	The outdoor operations team continues to provide effective after hours emergency response.
	5.8.4	Undertake flood repair and recovery activities as funded under government disaster funding arrangements and proceeds from insurance.	Progressing	50%	Flood repair and recovery activities are progressing well. Insurance claims are being finalised and evaluation of road impacts are nearing completion. Works will be ongoing in the short to medium term.