# THIS IS FUTURE FEDERATION

Delivery Program

Operational Plan

Annual Budget 2023-2024 2023-2024

2022-2026



CREATING OPPORTUNITY CELEBRATING COMMUNITY

www.federationcouncil.nsw.gov.au

### "

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

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

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# TABLE OF **CONTENTS**

Executive Summary	04
Our Future Commitments 23/24	05-06
Our Councillors	07
Our Organisational Structure	08
Our Executive Team	09
Our Community	10
About this plan	11
Planning & Reporting Framework	12
How we will report on our progress	13
How to read this plan	14
Responsible Officer Key & Acronyms List	15
Visions & Values	<b> </b> 16
Resourcing this plan	17

Delivery Program & Operational Plan	18-53
Built Federation	20-27
Economic Federation	28-33
Natural Federation	34-37
Social Federation	38-45
Well-Governed Federation	46-53
Financials & Annual Budget	54-93
Financial Performance	56-67
Capital Expenditure	68-69
Special Rate Variation & Financial Sustainability	70-71
Built Federation Budget	72-79
Economic Federation Budget	80-81
Natural Federation Budget	82-87
Social Federation Budget	88-89
Well-Governed Federation Budget	90-93

## EXECUTIVE **SUMMARY**

Welcome to 'This is Future Federation'! Council's new look Delivery Program and Operational Plan incorporating the 2023/24 Annual Budget.

This plan directs Council's service delivery ensuring our organisation meets community demands for services and infrastructure, including maximising what Council can achieve within the available resources including Council's financial capability.

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

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

The Operational Plan for 2023-2024 is essentially year two of the Delivery Program, detailing specific actions, measures and the corresponding budget.

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

Over time addressing key infrastructure challenges will support private investment in our community and

improve the liveability for all residents, business operators and visitors.

The plan outlines significant projects and programs, and highlights activities and services that Council plans to provide, within the associated budget.

As Council continues its strategic planning, including taking a longer-term view on its assets and service delivery, it has been for some time evident and communicated that in order to ensure Council continues to deliver the services to a safe and expected standard by our community, Council needs to increase its revenue. A major component of the plan is that a special rate variation (SRV) increase has been planned for. In June 2023, Council received a temporary approval from the Independent Pricing and Regulatory Tribunal (IPART) for general rate increases of 19% in 2023/24 and 17% in 2024/25. The 19% increase has been applied from 1 July 2023. There will be further engagement with the community to increase revenue to the level required to meet community service expectations.

In addition to increasing revenue, Council is also continually reviewing services to seek further efficiencies and productivity gains. Service reviews will be conducted in a number of service areas in 2023/24, including on the Corowa Aerodrome, Corowa Aquatic Centre, water and sewerage services and community engagement through the development of the new Community Engagement Strategy.





This Delivery Program, Operational Plan and Annual Budget:

- Summarises the activities Council has control or influence on in the CSP and turns those goals into actions.
- Addresses the full range of Council's operations with all plans, projects, activities and funding allocations of the Council required to be directly linked to the Delivery Program.
- Is the key 'go to' document for Councillors and Council Officers which outlines our commitments made to our community for the duration of the plan.

Finally, we thank you the community for their contribution and feedback into this plan and Councillors and staff very much look forward to delivering on these commitments. Please do not hesitate to contact staff via the many different engagement options, if you are unsure or seek any further information on any aspect of this plan.

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

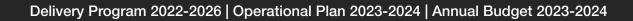
# OUR FUTURE COMMITMENTS 23/24

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

- Complete delivery of the \$10.6million Corowa Saleyards upgrade, providing improved animal welfare and environmental outcomes
- Deliver a \$10.39million Capital Works Program in addition to carry forward projects from 2022/23 and flood repair and recovery activities. The Capital Works Program includes: Roads, bridges and footpaths: \$3.9M, Stormwater Drainage \$0.22M Sewerage \$1.56M Water \$1.5M.
- Finalise Asset Management Plan for local roads, bridges and footpaths.
- Identify improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand.
- Develop Masterplan for Memorial Park/ Cross Street Reserve in Howlong.
- Deliver the 2023/24 Balldale Potable Water project.
- Implement increased investment in road maintenance and renewal as allowed by the Special Rate Variation in 23/24.
- Implement \$3.8M water infrastructure upgrades for Howlong.
- Advocate for funding for the renewal of the Mulwala Water Treatment Plant.
- Finalise Howlong, Corowa and Mulwala Flood Study.

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.

- Progress sales of industrial lots in the Howlong Business Park.
- Continue implementation of the North of the Murray Branding strategy.
- Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.
- Seek public and private sector investment for upgrades to Ball Park Caravan Park Corowa.
- Participate in RAMJO's Local Skills Shortage Working Group.
- Finalise the Federation Council Growth Strategy.
- Develop an Economic Advocacy Plan.





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

- Investigate options for expanding Urana Caravan Park.
- Update Local Strategic Planning Statement.
- Maintain Council's extensive network of parks, gardens and recreation reserves
- Progress upgrade to Corowa foreshore (Ball Park Reserve) as funded under the Crown Reserves Improvement Fund.
- Finalise Federation Council Local Environmental Plan.
- Work with Landcare and Local Land Services for weed management and bush regeneration.
- Provide waste collection and recycling services across the Council area.

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

- Renew and implement the actions within the Ageing Well Strategy.
- Continue to support the work of the Federation Youth Council.
- Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.
- Continue to maintain skateparks in Howlong, Corowa and Urana.
- Continue to support the Arts and Culture Committee.
- Support the work of the Community Drug Action Team.
- Provide a Community Grants Program that supports community ownership of local events and initiatives.
- Provide mobile preschool services in the northern Council area (Boree Creek, Daysdale, Oaklands, Rand, Urana).
- Provide library services across the Council area (Corowa, Howlong, Mulwala, mobile library).

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

- Implement two yearly customer satisfaction surveys to understand strengths and areas for improvement.
- Develop Community Engagement Strategy in accordance with legislation.
- Review Council's Policy Framework.
- Implement Asset Management Improvement Plan arising from Asset Management Strategy
- Develop a climate change adaptation plan.
- Review the Customer Service Charter and implement associated actions to improve the customer experience.

Delivery Program 2022-2026 | Operational Plan 2023-2024 | Annual Budget 2023-2024

### OUR COUNCILLORS



Cr Pat Bourke Mayor Elected to Council 2017 Elected to Council 2021



Cr Shaun Whitechurch Deputy Mayor Elected to Council 2017 Elected to Council 2021



Cr Rowena Black

Elected to Council 2021



Cr David Fahey OAM

Elected to Council 2021



Cr Sally Hughes



Cr Andrew Kennedy

Elected to Council 2017 Elected to Council 2021



Cr Gail Law

Elected to Council 2017 Elected to Council 2021



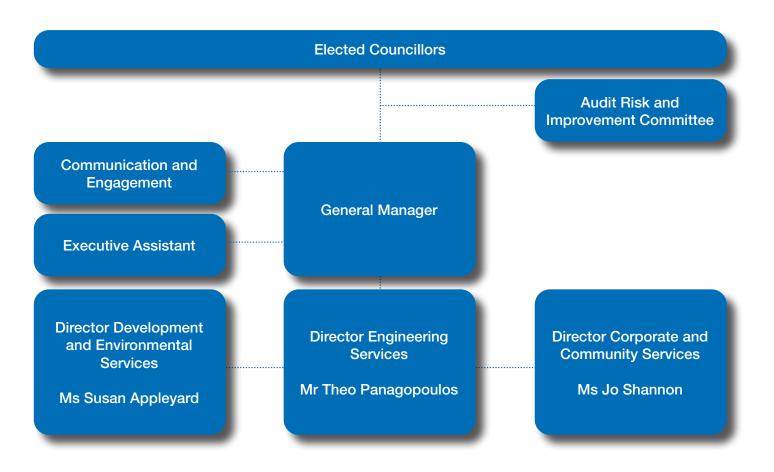
Cr David Longley

Elected to Council 2017 Elected to Council 2021

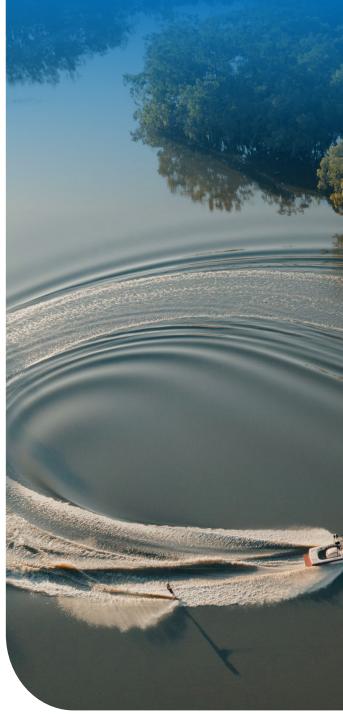


Cr Aaron Nicholls

# OUR ORGANISATIONAL STRUCTURE



Federation Council comprises of four departments, led by the General Manager, along with three departments led by each respective Director.





# OUR EXECUTIVE **TEAM**



### *Mr 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.



### Ms Jo Shannon Director Corporate & Community Services

Ms Shannon is the Director Corporate and Community Services and is responsible for corporate strategic planning, mobile preschools, community services, community development, economic development, tourism, information services, customer services, financial strategy and operations, people and culture and governance.



### Ms Susan Appleyard Director Development & Environmental Services

Ms Appleyard is the Director Development and Environmental Services and is responsible for strategic planning, building control, development assessment services, facilities management and maintenance, urban services and environmental services.



### Mr Theo Panagopoulos Director Engineering Services

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

# OUR COMMUNITY

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

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





# ABOUT THIS **PLAN**

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

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

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

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

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





# PLANNING AND REPORTING FRAMEWORK

Diagram outlining Council's Planning and Reporting Framework.

Development & Review			PLANS			Reporting						
	COMMUNITY STRATEGIC PLAN											
Reviewed for each new Council Term	Built	Economic	Natural	Natural Social Well-governed State of our Region Report								
Developed with community	OUT	COMES sough	t for the commur	nity identified		Tabled at second						
Minimum 10-year plan	OBJECTIVES outlines key priorities for the community					meeting of a newly elected Council for noting.	RESOURCING STRATEGY 10 Years					
		DELIVE		Л			Asset					
For each New Council Term	Built	Economic	Natural	Social	Well-governed	Annual Report	Management Plan					
Developed with Councillors and staff with feedback on	DELIVERY PR	OGRAM GOAL	outlines key prio period	By end of November each year	Workforce Plan							
draft document sought from the community <b>4-year plan</b>	ACTIONS out		ong-term underta d CSP objectives	,	Long Term Financial Plan							
		OPERA	TIONAL PLAN	1								
Annual Review	Built	Economic	Natural	Social	Well-governed	Progress Report to Council						
Reviewed each year as part of Delivery Program Review	viewed each year as part of (Minimum twice ye					(Minimum twice yearly).						
1-year plans												

# HOW WE WILL REPORT ON OUR PROGRESS



# ANNUAL REPORT 2021-2022

22/35434



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

Key accountability reporting points are:

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

The report should assist the new Council to undertake a review of the Community Strategic Plan and develop its own Delivery Program for the ensuing four years.

# HOW TO READ THIS PLAN

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24 4	Budget 5 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
1.1 Maint	ain and impr	ove roads, bridges, and footpaths to r	neet the needs of	residents and indu	stry 🛛 💈					
1.1.2	С	<b>3</b> Finalise Asset Management Plan for local roads, bridges, and footpaths.	Asset Manage- ment Strategy 2023-2026	Asset Manage- ment Plan for roads, bridges and footpaths adopted	Infrastruc- ture team	MI	⇔	•		
1.1.3	C	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle, and pedestrian infrastructure.	Asset Manage- ment Strategy 2023-2026	Road hierarchy and asset man- agement strate- gies adopted	Infrastruc- ture team	MI				

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

3. Operational Plan action to be undertaken by Council

- **4.** Operational Plan measure to determine if an action **6.** So is complete
  - 6. Status Update:

- 2. Community Strategic Plan Key Objective
- 5. Budget to deliver Operational Plan action

### Complete

- ✓ Forecast to be completed
- ▷ In progress and will continue into 2023/24
- Scheduled
- Scheduled subject to SRV 2023/24





# RESPONSIBLE OFFICER KEY & ACRONYMS LIST

	Responsible Officer Key	1		Document Acronyms
СТ	Coordinator Tourism	Council Officers have	CDAT	Community Drug Action Team
DCCS	Director Corporate and Community Services	responsibility for reporting	CSP	Community Strategic Plan
DDES	Director Development and Environmental Services	on the progress of actions	DCP	Development Control Plan
DES	Director Engineering Services	within the Delivery Program twice per year and for	DIAP	Disability Inclusion Access Plan
EA	Executive Assistant	providing relevant reports as	EP&A	Environmental Protection Act
EDO	Economic Development Officer	required to prepare Council's	Act	
FMC	Facilities Management Coordinator	Annual Report.	FACS	Family and Community Services
GM	General Manager		GROW	Growing Regions of Welcome
GO	Governance Officer	Council Officers also have responsibility for delivering	IP&R	Integrated Planning and Reporting
GRO	Grants Officer	the actions within Council's	IWCMP	Integrated Water Cycle Management Plan
HRA	Human Resources Adviser	Operational Plan, and	LDAT	Local Drug Action Team
MCE	Manager Communications and Engagement	associated budget.	LEP	Local Environmental Plan
MCED	Manager Community and Economic Development		LGA	Local Government Area
MEFR	Manager Environment Facilities and Regulations		LLS	Local Land Services
MF	Manager Finance		LTFP	Long Term Financial Plan
MFE	Manager Facilities and Environment - North		MPHN	Murrumbidgee Primary Health Network
MI	Manager Infrastructure		MOU	Memorandum of Understanding
MICS	Manager IT and Customer Service		PAMP	Pedestrian Access Management Plan
МО	Manager Operations		RAMJO	Riverina and Murray Joint Organisation
MPC	Manager People and Culture		RAP	Reconciliation Action Plan
MPD	Manager Planning and Development		REDS	Regional Economic Development Strategy
MR	Manager Recreation		RMS (TfNSW)	Transport for NSW
MU	Manager Utilities		RV	Recreational Vehicle
PO	Property Officer		SCCF	Stronger Country Communities Fund
RMC	Risk Management Coordinator		SRV	Special Rate Variation
RSO	Road Safety Officer		WHS	Work Health and Safety
TLCD	Team Leader Community Development	J I	WMS	Workforce Management Strategy
TLL	Team Leader Library	]	0000	workloree management strategy
TLMP	Team Leader Mobile Pre Schools			

### VISIONS & VALUES

### CREATING OPPORT**UNITY** CELEBRATING COMM**UNITY**

Federation Council will be home to a community rich in spirit, thriving through the opportunities of our:



Extensive consultation across the first half of 2018, gave us the community's vision and aspirations of: "Creating Opportunities, Celebrating Communities". These were translated into outcomes for the

community as shown in Section 2 of this Delivery Program and detailed in the 10 year Community Strategic Plan (CSP). Council will work in partnership with other organisations and agencies to help achieve these outcomes, with consideration of current issues, commitments, pressures and level of resources as strategies are achieved.

All of Council's identified projects and priorities in this plan are underpinned by the CSP. It aligns our strategies with the outcomes and aspirations of the community.

This document is supported by Council's Resourcing Strategy.

These are provided in supplementary documents and are available on Council's website: www.federationcouncil.nsw.gov.au

# **RESOURCING THIS PLAN**

The Community Strategic Plan outlines the communities long term vision and aspirations and is the highest-level strategic plan for NSW Councils. This plan details the level of importance that the community places on a range of services and is used to inform Council's priorities across the services that it **3. Asset Management Strategy 2023-2026** is responsible for delivering.

### The Delivery Program and Annual Operational Plan sets out:

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

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

The Resourcing Strategy consists of 3 components:

1. Long-Term Financial Plan 2023-2033 (LTFP) -The LTFP captures the financial implications of functions that Council is required to undertake, maintenance and renewal of Council's extensive infrastructure assets, and delivery of the services • and strategic objectives proposed in the Delivery Program.

### 2. Workforce Management Strategy 2023-2026 - Four-year strategy to document Council's workforce capacity and capability to achieve Council's strategic goals and objectives.

Planning for the sustainability of new and existing assets such as roads, water and sewerage systems, drains, bridges, footpaths, buildings, recreational facilities, parks, and gardens needs to identify assets that are critical to the council's operations with a risk management strategy for each of these.

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

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

Key messages arising from these plans and strategies include:

- A Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network
- Average residential rates in the Federation Council are the fifth lowest of all NSW large rural councils (42 councils in total)

- Significant new community assets constructed since merger, including the Corowa Aquatic Centre, Urana Aquatic Leisure Centre, and All Abilities Playground in Mulwala, have been factored into the modelling
- Planning is underway to address water and sewer needs in serviced communities
- Improved asset management practices will ensure that funds invested in assets are used most effectively
- There are opportunities that Council can harness to address the challenges of an ageing workforce and skills gaps in key areas
- Investment in Council staff capability will ensure they are better able to deliver on legislative responsibilities and the priorities contained in the Delivery Program

There are alternate scenarios for a lesser Special Rate Variation and for no Special Rate Variation. These would require a reduction in current service levels.

Further information can be obtained within each of the above documents, which are located on Council's website.







## **BUILT** FEDERATION

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

- Complete
- Forecast to be completed
- ▷ In progress and will continue into 2023/24
- Scheduled
- Scheduled subject to SRV 2023/24

### What we deliver:

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

Asset management systems for all infrastructure.

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

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

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

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

### How we measure:

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Unsealed roads graded	km	1,100	1,100	1,100	1,100
Sealed roads renewed	km	14	15	16	17
Validated customer requests regarding broken or damaged infrastructure	#	<100	<95	<90	<85
Sewer compliance with NSW Environment Protection Authority licence requirements	%	100	100	100	100
Life cycle asset sustainability index for 6 major categories	#	0.80	0.82	0.83	0.84
Water quality meets Australian Drinking Water Guidelines	%	100	100	100	100
Availability of sporting/ recreation facilities for users	%	100	100	100	100
Recyclable / organics in kerbside collection	%	80	80	80	80
Waste deposited in landfills	Cubic metres	2,400	2,400	2,350	2,350

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
1.1 Mainta	ain and impr	ove roads, bridges, and footpaths to r	meet the needs of	residents and indu	stry					
1.1.1	С	Develop an overarching Asset Management Plan for Council's assets.	Asset Management Strategy 2023- 2026			MI	1			
1.1.2	С	Finalise Asset Management Plan for local roads, bridges, and footpaths.	Asset Management Strategy 2023- 2026	Asset Manage- ment Plan for roads, bridges and footpaths adopted	Infrastruc- ture team	MI	⇔	•		
1.1.3	С	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle, and pedestrian infrastructure.	Asset Manage- ment Strategy 2023-2026	Road hierarchy and asset man- agement strate- gies adopted	Infrastruc- ture team	MI	₽	•	•	
1.1.4	С	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.		Capital Works program implemented	\$3.9M	DES	Ø	•	•	•
1.2 Mainta	ain and impr	ove aquatic, recreational, and other co	ommunity facilities	to meet the needs	of residents					
1.2.1	С	Implement a Capital Works re- newal and improvement program for aquatic, recreational and other community facilities.		Capital Works program implemented where additional grant funding available	Infrastruc- ture team	DES	Ø	•	•	•
1.2.2	С	Finalise Asset Management Plan for local roads, bridges, and footpaths.	Asset Manage- ment Strategy 2023-2026	Masterplan developed	\$40,000 carry forward	MR		•		
1.2.3	С	Implement Urana Caravan Park improvements as funded under the Stronger Country Communities Fund.		Funded improve- ments delivered	\$100,000 funding carried forward	MFE		•	•	

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
1.2.4	С	Undertake structural upgrades to the Mulwala Pioneer Museum as funded under the Stronger Country Communities Fund.		Funded improvements delivered	\$265,000 funding carried forward	FMC		•	•	
1.2.5	С	Undertake improvements to paving and lighting for the Corowa Civic Bowls Club as funded under the Stronger Country Communities Fund.		Funded improvements delivered	\$105,000 funding carried forward	FMC		•	•	
1.2.6	С	Undertake Oaklands Recreation Reserve – Stage 2 project works as funded under the Stronger Country Communities Fund.		Funded improvements delivered	\$100,000 funding carried forward	MR		•	•	
1.2.7	С	Implement accessibility improvements to Howlong Library, Mulwala Library and Corowa Artspace as funded under the Stronger Country Communities Fund.		Funded improvements delivered	\$207,374 funding carried forward	FMC		•	•	
1.3 Maint	tain and imp	rove water supply services and system	is to meet the ne	eds of residents and	d industry		0			
1.3.1	С	Implement a Capital Works renewal and improvement program for water services.		Capital Works program implemented	\$70,000	MU	R	•	•	•
1.3.2	С	Develop water systems capacity review (Corowa, Howlong, and Mulwala).			\$70,000	DES	ᡎ			
1.3.3	С	Implement \$3.8m water infrastruc- ture upgrades for Howlong.		Water infrastructure upgrades completed	\$70,000	MU	Ø	•		

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
1.3.4	С	Advocate for funding for the renewal of the Mulwala Water Treatment Plant.		Funding opportunities discussed with relevant bodies	Engineering services team	DES	⇔	•	•	
1.3.5	С	Develop long term funding strategy and plan for the replace- ment of Water Treatment Plants.				MU			•	•
1.3.6	С	Develop Integrated Water Cycle Management Plan including service review.		Integrated Water Cycle Management Plan developed	Engineering team	DES		•	•	
1.4 Mainta	ain and impr	rove sewerage services and systems to	meet the needs	of residents and inc	dustry	<u>^</u>	<u>.</u>		С	
1.4.1	С	Implement a Capital Works renewal and improvement program for sewer services.		Capital Works program imple- mented	\$1.56m	MU	Ø	•	•	•
1.4.2	С	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment Plant.		Funding strategy completed	Engineering team	DES	Ø	•		
1.4.3	С	Develop sewerage systems capacity review (Corowa, Howlong, and Mulwala).		Sewerage sys- tems capacity reviewed	Utilities team	MU		•		
1.4.4	С	Deliver 2023/24 Balldale Water project.		Balldale Water project delivered	Utilities team and \$250,000 multi year project budget	MU		•		
1.5 Mainta	ain and impr	ove stormwater and flood protection s	ystems to meet t	he needs of residen	ts and industr	y				
1.5.1	С	Implement a Capital Works renewal and improvement program for stormwater services.		Capital Works program implemented	\$223,000	MU	R	•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
1.5.2	С	Develop a Stormwater Drainage Strategy for urban areas.		Stormwater Drainage Strate- gy developed	Utilities team	MU		•	•	
1.5.3	С	Finalise Urana and surrounding villages Flood Management Plan, develop long term works plan and seek funding for implementation.				MI	₽		•	
1.5.4	С	Finalise Howlong Corowa and Mulwala Flood Study.		Flood study finalised	Develop- ment and Planning team	DDES		•		
1.5.5	С	Identify improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand.	Urana and surrounding villages Flood Risk Manage- ment Plan	Improvements identified	\$59,400	DDES		•	•	
1.5.6	С	Undertake investigations (including a levee structural integrity assessment), concept design and detailed design for flood modifica- tion measures for Morundah.	Urana and surrounding villages Flood Risk Management Plan	Investigation undertaken, de- signs prepared	\$198,000	MI		•	•	
1.5.7	С	Undertake a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.	Urana and surrounding villages Flood Risk Management Plan	Feasibility study undertaken	\$99,000	DDES		•	•	
1.5.8	С	Undertake investigations to confirm potential impacts of extending and upgrading the Urana levee and its alignment, and progress to concept design and detailed design.	Urana and surrounding villages Flood Risk Manage- ment Plan	Investigation undertaken, de- signs prepared	\$198,000	MI		•	•	

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
1.6 Advoo	cate for publ	ic transport, telecommunications and e	nergy utilities tha	it meet the needs o	f residents and	d industry				
1.6.1	I	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and industry.		Advocacy un- dertaken	GM Office	GM	Ø	•	•	•
1.6.2	I	Lobby NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong.		Advocacy undertaken	GM Office	GM	Ø	•	•	•
1.6.3	I	Lobby NSW Government for an accelerated design program for the construction of the new Lake Mulwala Bridge.		Advocacy undertaken	GM Office	GM	Ø	•	•	•
1.7 Impro	ve waste ma	anagement services								
1.7.1	С	Actively participate in kerbside collection contract renewal process.		Actions to support Kerb- side collection contract renewal process under- taken	Engineering Services team	MO	Ø	•		
1.7.2	С	Finalise Federation Council Waste Strategy.		Waste Strategy adopted	Engineering Services team	МО		•		
1.7.3		Conduct community education program in advance of introduction of three bin system.		Community ed- ucation program implemented	Funded through RAMJO			•	•	
1.7.4	С	Introduce three bin system for all Waste collection areas under the joint contract.				MO			•	•

Delivery Program 2022-2026 | Operational Plan 2023-2024 | Annual Budget 2023-2024

## **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.

- Complete
- Forecast to be completed
- ▷ In progress and will continue into 2023/24
- Scheduled
- Scheduled subject to SRV 2023/24

### What we deliver:

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

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

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

#### How we measure:

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Actions from Economic Development Strategy progressed	%	10%	20%	45%	70%
Increase in visitation numbers to the Federation region	%	5%	10%	10%	10%
Corowa Saleyards throughput	head	530,000	556,000	584,000	613,000
Ball Park Caravan Park visitation – increase on prior year	%	10	10	10	10
Urana Caravan Park visitation - increase on prior year	%	10	10	10	10

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26	
2.1 Work	2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments										
2.1.1	С	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.	Economic Development Strategy 2021- 2025	Growth Strategy adopted	Develop- ment and Planning team	DDES		•			
2.1.2	С	Support the GROWing regions of welcome project.		Facilitate re- gional projects associated with GROW	Economic Develop- ment Team	MCED		•	•		
2.2 Supp	ort workforce	e development									
2.2.1	С	Participate in RAMJO's local skills shortage working group.	Economic Development Strategy 2021- 2025	Number of Working Group meetings attend- ed	Economic Develop- ment Team	MCED	Ŷ	•			
2.2.2	С	Facilitate opportunities to support industry development in line with priorities identified in the Economic Development Strategy.		Industry devel- opment opportu- nities promoted/ facilitated	Economic Develop- ment Team	MCED			0	0	
2.2.3	С	Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.		Program deliv- ered	\$129,022	DCCS		•	•		
2.3 Encou	urage afforda	ability				0					
2.3.1	С	Ensure strategy and long-term planning considers the development of new affordable residential land.		Available residential land identified in LEP	Planning and Develop- ment team	DDES	⇔	•	•	•	

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
2.4 Supp	ort inward in	vestment								
2.4.2	I	Support and encourage opportunities for increased public and private sector investment across the Council area.		Public and/or private sector investment encouraged	Whole of organisation	MCED	V	•	•	•
2.4.3	С	Seek public and private sector investment for upgrades to Ball Park Caravan Park.		Path agreed for Public and/or private sector investment	Economic Develop- ment team	MCED	Q	•	•	•
2.4.4	С	Investigate opportunities to expand Urana Caravan Park.				DDES		•	•	
2.5 Supp	ort entreprer	neurship and industrial diversification								
2.5.1	С	Progress sale of industrial land in the Howlong Industrial Estate.		Industrial land parcels ex- changed	Economic Develop- ment team	MCED	V	•	•	•
2.5.2	С	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects.	Economic Development Strategy 2021- 2025	Industrial land identified in LEP	Planning and Develop- ment team	DDES		•		
2.5.3	С	Develop and implement Commercial Activities on Public Land Policy.		Policy adopted by Council	Economic Develop- ment team	MCED		•		
2.6 Supp	ort a collabo	rative regional approach to economic	development							
2.6.1	С	Progress actions within the Federation Council Economic Development Strategy.	Economic Development Strategy 2021- 2025	Revised implementation plan adopted	Economic Develop- ment team	MCED			0	0
2.6.2	С	Support the delivery of the Regional Economic Development Strategy (REDS) implementation.		REDS activities carried out	Economic Develop- ment team	MCED		•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26	
2.6.3	С	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Economic Development Strategy 2021- 2025	Active membership and participation	\$25,000	СТ	Ø	•	•	•	
2.7 Suppo	2.7 Support the agricultural industry										
2.7.1	С	Complete delivery of Stage 1 of the Masterplan for the Corowa Saleyards.		Stage 1 of Corowa Saleyards Masterplan completed	Total project budget \$11m	MEFR	Ø	•			
2.7.2	С	Review the Masterplan for the Corowa Saleyards.		Corowa Saleyards Masterplan updated	Environ- ment and Facilities team	MEFR		•	•		
2.7.3	С	Increase investment in local road maintenance and renewal.		Increased investment in local roads	\$809,000	DES		•	•		
2.7.4	С	Implement Corowa Saleyards Agricultural Precinct new brand, website and marketing program.		Corowa Saleyards Agricultural Precinct brand launched	Environ- ment and Facilities team	MEFR		•	•		
2.8 Increa	ise tourism										
2.8.1	С	Continue to develop and market the electronic newsletter as a means for communicating with tourism stake-holders.		Electronic newsletter distributed	Tourism team	СТ	V	•	•	•	
2.8.2	С	Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024.	North of the Murray Destina- tion Marketing Strategy 2020- 2024	Actions implemented	\$60,000	СТ	V	•	•	O	

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
2.8.3	С	Actively seek opportunities for external funding to support the development of key tourism product.		External funding opportunities identified	Tourism team	СТ	Ø	•	•	•
2.9 Enhar	2.9 Enhance retail									
2.9.1	С	Identify priority streetscape improvements as identified in the Pedestrian Access Management Plan (PAMP) and seek funding to implement.				MI			0	o
2.9.2	С	Support initiatives to encourage residents to shop locally.		Initiatives supported	Economic Develop- ment team	MCED	V	•	•	•
2.10 Sup	oort busines	s development			• •	• ·		• •	n	
2.10.1	С	Conduct service review of Corowa Aerodrome services.		Service review completed	Operations team	МО		•		
2.10.2	С	Progress funding strategy for Masterplan for Corowa Aerodrome.		Funding strategy developed for Corowa Aerodrome Masterplan	Operations team	МО	⇔	•		
2.10.3	С	Facilitate local business support services in line with Economic Development Strategy.		Support Services facilitated	Economic Develop- ment team	MCED	₽	•	•	•

## **NATURAL** FEDERATION

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

- Complete
- Forecast to be completed
- ▷ In progress and will continue into 2023/24
- Scheduled
- Scheduled subject to SRV 2023/24

### What we deliver:

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

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

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

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

### How we measure:

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

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Development Applications assessed within regulatory time frames	%	80	80	80	80
Value of Construction Certificates and Complying Development Certificates Issued	\$	\$15M	\$16M	\$17M	\$18M
Inspections of registered food premises conducted	#	79	79	79	79
Number of skin penetration inspections	#	6	6	6	6
Number of lost animals reunited with owners	#	50	50	50	50
Number of animal management patrols	#	150	150	150	150
Biosecurity Area treated	Km	700	700	700	700
Number of Notices, orders and fines issued	#	20	20	20	20
Average usage of ovals	#	104	104	104	104
Number of requests for tree removals	#	20	20	20	20

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
3.1 Provic	3.1 Provide quality recreational spaces									
3.1.1	С	Adopt updated Lowe Square Howlong Masterplan.				MR	Ø			
3.1.2	С	Seek funding for implementation of Masterplans for key recreation reserves: Lowe Square Howlong, Lonsdale Reserve Mulwala, John Foord Reserve Corowa and Urana Aquatic Centre.		Funding secured for implementa- tion of Masterplans	Recreation team	MR		•	•	
3.1.3	С	Finalise Urana Aquatic Centre and JM Smith Nature Reserve Masterplan.		Masterplan adopted	Recreation team	MR		•	•	
3.1.4	С	Review John Foord Corowa Reserve Masterplan incorporating impact of flood event.		Masterplan reviewed	Recreation team	MR	⇔	•		
3.1.5	С	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct masterplans.		Progress documented	Engineering team	DES	⇔	•		
3.2 Ensur	e attractive a	and vibrant public spaces								
3.2.1	С	Develop a tree management strategy to respond to changing climate, including development of a tree register for priority recreation reserves.		Tree manage- ment strategy developed	\$40,000	MR		•	•	
3.3 Conse	erve and utili	se waterways, and develop their fronta	iges							
3.3.1	С	Progress upgrade to Corowa foreshore (Ball Park Reserve) as funded under the Crown Reserves Improvement Fund.		Corowa foreshore upgrades commenced	\$2.43m multi-year project	DES	V	•		
3.3.2	С	Update masterplan for the Mulwala foreshore.				MR				0

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
3.4 Conse	erve and utili	se public lands								
3.4.1	С	Continue to maintain Council's seven cemeteries.		Cemeteries maintained	\$174,300			•	•	•
3.4.2	С	Finalise generic Crown Land plan of management across Council managed Crown reserves.		Crown Land Plan of Manage- ment adopted	Economic Develop- ment Team	PO	Ø	•		
3.4.3	С	Develop a dog off-leash strategy.				MEFR			•	
3.5 Suppo	ort responsik	ole land management practices								
3.5.1	I	Partner with Corowa Landcare Partnership to work together on local environmental protection, natural resource management and sustainable agriculture initiatives.		Agreed activities under MOU carried out	\$5,000	MR	Ø	•	•	•
3.6 Impler	ment consis	tent and appropriate land use planning	strategies							
3.6.1	С	Finalise Federation Council Local Environmental Plan.		Local Environ- mental Plan finalised	Planning and Develop- ment Team	DDES	¢	•		
3.6.2	С	Prepare Council wide Development Control Plan.		Development Control Plan approved by Council	Planning and Develop- ment Team	DDES		•	•	
3.6.3	С	Review and update developer contribution plans.		Developer contribution plans updated in accordance with EP&A Regula- tions	Planning and Develop- ment team	DDES	⇔	•		
3.6.4	С	Update Local Strategic Planning Statement.		Local Strategic Planning State- ment updated	Planning and Develop- ment Team	DDES	₽	•		
3.6.5	С	Update Community Participation Plan in accordance with EP&A Act 1979.		Community Par- ticipation Plan updated	Planning and Develop- ment Team	DDES	₽	•		

# **SOCIAL** FEDERATION

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

- Complete
- ✓ Forecast to be completed
- ▷ In progress and will continue into 2023/24
- Scheduled
- Scheduled subject to SRV 2023/24

#### What we deliver:

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

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

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

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

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

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

- Heritage
- Road safety
- Public health and food safety
- Advocacy for residential aged care services, health services, schools and childcare and family support services

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

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

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
4.1 Encou	urage an age	e-friendly environment								
4.1.1	С	Update and implement the Pedestrian Access and Mobility Plan (PAMP).		Plan updated	Engineering Services team	RSO	~	•	•	•
4.1.2	1	Support the work of the Ageing Well Committee.	Ageing Well Strategy 2018- 2022	Meetings conducted with Ageing Well Committee	Community Develop- ment team	TLCD	R	•	•	•
4.1.3	С	Renew and implement the actions within the Ageing Well Strategy.	Ageing Well Strategy 2018- 2022	Scheduled actions imple- mented	\$10,000 + Whole of organisation	TLCD	R	•	•	•
4.1.4	С	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Ageing Well Strategy 2018- 2022	Event held	\$7,000 + Community Develop- ment team	TLCD	~	•	•	•
4.1.5	С	Finalise purchase of Billabidgee Units Urana land.		Payment made and title trans- ferred	\$60,000 from re- serve	PO	⇒	•		
4.1.6	I	Continue to work with Local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.		PHN liaison	Community Develop- ment team	MCED	Ø	•	•	•
4.2 Supp	ort young pe	eople								
4.2.1	С	Host interagency meetings with service providers delivering outreach services in the Federation Council area.		Four meetings held	Community Develop- ment team	MCED	Ø	•	•	•
4.3 Impro	ve healthcar	re								
4.3.1	С	Support the work of the Youth Council.		Six meetings held	Community Develop- ment team	TLCD	R	•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
4.3.2	C/I	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.		Directory updated and circulated	Community Develop- ment team	TLCD	Ø	•	•	•
4.3.3	С	Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.		Youth Strategy developed	\$100,000	TLCD	Ø	•	•	
4.3.4	С	Continue to provide sponsorship for Federation Annual Schools Program to provide financial support to local young people towards the cost of learning and activities whilst at school.		Sponsorship provided	\$1,000	EA		•	•	•
4.4 Suppo	ort access to	o quality education					-	A		
4.4.1	I	Advocate for the preservation of schools in rural communities.		Advocacy undertaken	GM Office	GM	V	•	•	•
4.5 Work	to prevent a	nd reduce the harmful effects of alcoho	ol and other drug	S						
4.5.1	1	Support the work of the Primary Prevention Team.		Funded activities implemented	\$6,573	TLCD		•	•	•
4.5.2	С	Continue to seek funding through the LDAT and CDAT programs to deliver actions from the Federation PrimaryPrevention Action Plan.		Auspice provided	\$14,869	TLCD		•	•	•
4.6 Provid	de sport and	recreational opportunities								
4.6.1	С	Continue to maintain over 148 sporting grounds, parks and recreation areas across the Council area.		Existing sporting grounds, parks and recreation areas maintained	\$1,731,460	MR		•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
4.6.2	С	Continue to maintain and operate swimming pools in Corowa, Howlong, Oaklands and Urana.		Four aquatic centres operated	\$1,869,735	MEFR/ MFE		•	•	•
4.6.3	С	Continue to maintain skateparks in Howlong and Corowa.		Two skateparks maintained	Parks and gardens team	MR		•	•	•
4.6.4	С	Seek grant funding for community-led sport and recreational projects where consistent with masterplans.		Funding applications submitted	Community and Economic Develop- ment team	GRO		•	•	•
4.7 Supp	ort childcare	and family services								
4.7.1	С	Support awareness and access to the Family and Children's Services Directory.		Directory aware- ness activities conducted	Community Develop- ment team	TLCD	V	•	•	•
4.7.2	С	Deliver the mobile preschool service across the northern area of the LGA.		Service provided	\$373,750	TLMP	Ø	•	•	•
4.7.3	С	Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.		Contributions provided	\$9,000	MCED	~	•	•	•
4.7.4	С	Ensure long term plans enable child care services to support Mulwala and other communities.		Plans recognise local child care needs	Develop- ment and Environ- mental Ser- vices team	DDES	Ø	•	•	•
4.8 Encou	urage comm	unity pride and spirit								
4.8.1	С	Conduct community grants program.		Two rounds conducted	\$60,000	TLCD	V	•	•	•
4.8.2	С	Update the new residents pack, circulate and make available online.				TLCD			•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
4.8.3	С	Continue to promote and encourage use of the free online community directory.		Online community directory promoted	Community Develop- ment team	TLCD	Ø	•	•	•
4.8.4	С	Develop and implement a management framework to support the valued work of volunteers.		Framework developed	\$70,000	DCCS	⇔	•	•	
4.9 Ensur	re communit	y safety								
4.9.1	С	Implement the Road Safety Program.		Program implemented	\$45,832	RSO	V	•	•	•
4.9.2	С	Review and implement Council's Alcohol Free Zones.				MEFR				•
4.9.3	С	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.		Matters responded to	Regulatory team	MEFR	Ø	•	•	•
4.9.4	С	Implement the Companion Animal Management Plan.		Plan implemented	Regulatory team	MEFR	V	•	•	•
4.10 Cele	brate the are	ea's rich culture and heritage	•	•						
4.10.1	С	Develop and implement a Reconciliation Action Plan (RAP) for the Federation Council area.		RAP developed	Community Develop- ment team	MCED	⇔	•	•	•
4.10.2	С	Deliver actions from the Arts and Cultural Strategy.	Arts & Culture Strategy 2021- 2025	Scheduled actions implemented	\$8,200	TLCD	⇔	•	•	•
4.10.3	С	Continue to progress Council's Friendship Agreement with Miki City.		Visit hosted	\$25,000	TLCD	V	•	•	0
4.10.4	I	Ensure long term planning strategies investigate further development of the Federation Museum.		Plans recognise opportunity for development of Federation Museum	Community and Economic Develop- ment team	MCED	⇔	0	0	0

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
4.10.5	С	Maintain membership of a regional arts body.		Membership maintained	\$14,000	TLCD				
4.11 Work	k to address	disadvantage in all its forms								
4.11.1	С	Continue to implement, monitor, and review the Disability Inclusion Action Plan.	Disability Inclusion Action Plan	Scheduled actions implemented	\$5,000	TLCD	V	•	•	•
4.11.2	С	Continue mandatory Pensioner Concession Scheme.		Pensioner concession provided	\$493,000	MF	~	•	•	•
4.11.3	С	Implement additional Pensioner Concession Scheme (subject to Council resolution).		Pensioner concession provided	\$50,000	MF		0	0	0
4.12 Prov	ide library se	ervices and programs accessible to all	residents and vis	itors	•		<b>.</b>	•	~	
4.12.1	С	Provide static library service in Corowa, Howlong and Mulwala and mobile library service in Boree Creek, Oaklands, Rand and Urana.		Library services provided	\$672,000	TLL		•	•	•
4.12.2	С	Encourage library membership by promoting the range of services available.		Library membership promoted	Library services team	TLL	V	•	•	•
4.12.3	С	Deliver school holiday programs across the Council area.		Program delivered	Library services team	TLL	~	•	•	•
4.12.4	С	Provide a free delivery service to housebound library patrons.		Service provided	Library services team	TLL		•	•	•

# WELL-GOVERNED FEDERATION

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

- Complete
- Forecast to be completed
- ▷ In progress and will continue into 2023/24
- Scheduled
- Scheduled subject to SRV 2023/24

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EXPO

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E PROVIDERS.

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BANGERANG PARK 10 NOVEMBER COROWA

Federation Council

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Building & Planning

#### What we deliver:

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

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

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

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

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

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

#### How we measure:

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

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

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

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

- Service NSW agency in Corowa
- Centrelink Agency in Urana

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
5.1 Ensur	re rates and	fees are in line with community needs.								
5.1.1	С	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.		Meetings conducted with Rates Advisory Committee	Corporate Services team and Financial services team	MF	Ø	•		
5.1.2	С	Progress Special Rate Variation application for 2023/24 to invest in road maintenance and renewal and support the financial sustainability of council.	Long Term Financial Plan 2023-2033			DCCS	Ø			
5.1.3	С	Undertake annual reporting of ex- penditure relating to the approved 2023/24 Special Rate Variation.	Long Term Financial Plan 2023-2033	Report on expenditure in Annual Report	Financial services team	MF		•	•	
5.1.4	С	Engage with the community when setting annual fees and charges.		Community engagement strategy imple- mented	Commu- nications team and Financial services team	MCE	~	•	•	•
5.2 Work	toward the	equitable servicing of all areas.	•							
5.2.1	С	Ensure Service Reviews include assessment of service levels across Council area and consideration of cross Council and border issues.		Three service reviews completed demonstrating assessment	Whole of organisation	GM	⇔	•	•	•
5.3 Ensur	re good gove	ernance and administration.								
5.3.1	С	Review delegations from Council to the Mayor and General Manager.				GO	~			
5.3.2	С	Review delegations from General Manager to staff.					~			

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
5.3.3	С	Review delegations from Council to Committees.		Delegations reviewed by Council	\$10,000	DCCS		•		
5.3.4	С	Review Council Policy Framework.		Framework review completed	Governance team	GO	⊳	•		
5.3.5	С	Review Open Access records.		Agency Information Guide updated	Governance team	GO	~	•	•	•
5.3.6	С	Review Privacy Management Plan.		Privacy Management Plan adopted by Council	Governance team	GO	₽			
5.3.7	С	Review Delivery Program/Opera- tional Plan.		Delivery Program / Operation Plan reviewed and adopted by Council	Whole of organisation	GO	Q	•		•
5.3.8	С	Prepare Annual Report.		Annual report published	Governance team and Financial services team	GO	~	•	•	•
5.3.9	С	Review of Community Strategic Plan for new Council.	Community Engagement Strategy			GO			•	
5.3.10	С	Develop Delivery Program for new Council.				GO			•	
5.3.11	С	Develop Councillor Professional Development program.				GM	Ø			
5.3.12	С	Introduce framework for managing council's obligations under the Modern Slavery Act 2018		Framework developed	Corporate Services team	DCCS	⇒	•		

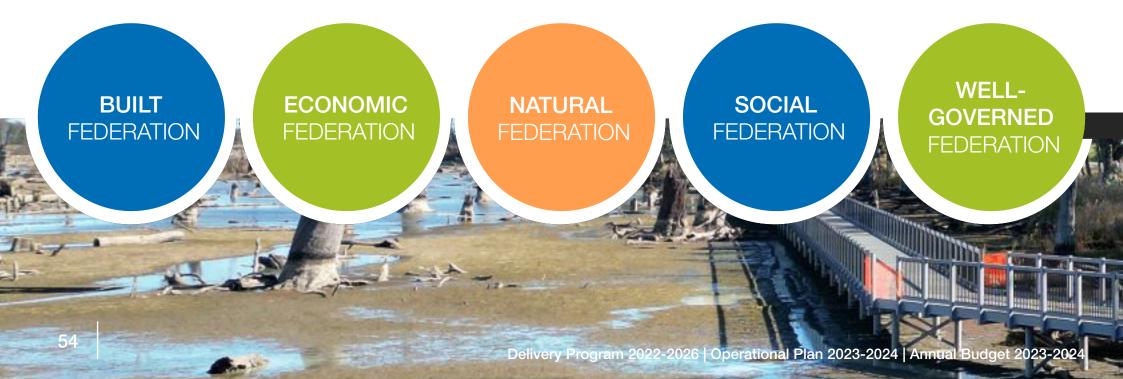
Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
5.3.13	С	Standardise practices to meet Child Safe Standards.		Policy adopted by Council	Corporate Services team	DCCS	₽	•		
5.3.14	С	Council undertake a peer reviewed business case study on the financial sustainability of Federation Council and the advantages/disadvantages of amalgamation.				GM		•		
5.4 Ensur	e extensive	communication and consultation with r	esidents.							
5.4.1	С	Develop Community Engagement Strategy in accordance with legislation.		Community engagement strategy adopted by Council	\$50,000 carry over from 2022/23	MCE		•		
5.4.2	С	Implement Community Engagement Strategy.		Community engagement conducted in accordance with adopted strategy	Commu- nications team	MCE		•	•	•
5.4.3	С	Develop and implement internal communications strategy.		Internal commu- nications strategy adopted	Commu- nications team	MCE	₽	•	•	•
5.4.4	С	Maintain Council online presence via digital channels.		Active presence on corporate websites and social media platforms	Commu- nications team	MCE	V	•	•	•
5.5 Ensur	e quality cu	stomer service.								
5.5.1	С	Review the Customer Service Charter and implement associated actions to improve the customer experience.		Updated Cus- tomer Service Charter adopted by Council	Corporate Services team	DCCS		•		

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
5.5.2	С	Maintain a user-friendly customer request system.		Customer request system	Custom- er service team	MICS	V	•	•	•
5.5.3	С	Implement two yearly customer satisfaction surveys to understand strengths and areas for improvement.		Community satisfaction survey completed	\$40,000	MCE		•		•
5.6 Provid	de operation	al efficiency and effectiveness to ensur	re a resilient and re	esponsive organisa	tion.	-				
5.6.1	С	Implement a program of service reviews that demonstrates the com- mitment to continuous improvement and stakeholder engagement.		Three service reviews completed	Whole of organisation	DCCS	R	•	•	•
5.6.2	С	Implement Workforce Management Plan.	Workforce Management Strategy 2023- 2026	Scheduled actions implemented	People and culture team	DCCS	V	•	•	•
5.6.3	С	Implement Long Term Financial Plan and associated strategies.	Long Term Financial Plan 2023-2033	Scheduled actions implemented	Financial services team	DCCS	R	•	•	•
5.6.4	С	Implement new Audit and Risk Management Framework components as legislated.	Risk Manage- ment Strategy	Legislated components implemented	Governance team	DCCS		•		•
5.6.5	С	Develop Internal Audit Charter.		Internal Audit Charter adopted by Council	Audit, Risk and Im- provement Committee and Gover- nance team	GO		•		
5.6.6	С	Develop and maintain Strategic Risk Register.	Risk Manage- ment Strategy	Strategic Risk Register presented to Council	Corporate Services team	DCCS	R	•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
5.6.7	С	Conduct Annual Insurance renewals.		Insurance renewed	\$762,184	RSO	Ø	•	•	•
5.6.8	С	Develop climate change adaptation plan.		Climate change adaptation plan adopted by Council	Whole of organisation	DCCS	Ŷ	•		
5.6.9	С	Engage with the Roads Advisory Committee in relation to strategic road plans.		Meetings con- ducted with Roads Advisory Committee	Engineering Services team	DES	₽	•	•	•
5.6.10	С	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies.		Strategies com- municated to the community	Corporate Services team and Commu- nications team	DCCS	¢	•	•	•
5.6.11	С	Develop and implement cyber security framework.				MICS		•	•	•
5.6.12	С	Implement enhancements to Council information and operational technology networks.				MICS		•	•	
5.6.13	С	Undertake service review for Corowa Aquatic Centre.				MEFR		•		
5.7 Provic	5.7 Provide effective asset management.									
5.7.1	С	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Asset Manage- ment Strategy 2023-2026	Asset Management Improvement Plan implemen- tation reported to Council	Engineering Services team	MI	⇔	•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Operational Plan Measure 2023/24	Budget 2023/24	Respon- sible Officer	2022/23	2023/24	2024/25	2025/26
5.7.2	С	Develop and implement Strategic Asset Management Plan.	Asset Manage- ment Strategy 2023-2026	Strategic Asset Management Plan updated and adopted by Council	Engineering Services team	MI	R	•	•	•
5.8 Ensur	e appropriat	e emergency management.			·				·	
5.8.1	С	Coordinate the Local Emergency Management Committee.		Local Emergen- cy Management Committee meets legislative requirements	Engineering Services team	DES	Ø	•	•	•
5.8.2	С	Review the Local Emergency Management Plan.		Local Emergen- cy Management Plan reviewed and adopted	Engineering Services team	DES		•		
5.8.3	С	Provide After Hours Emergency Response.		After Hours Emergency Re- sponse provided	Engineering Services team	MO	Ø	•	•	•
5.8.4	С	Undertake flood repair and recovery activites as funded under government disaster funding arrangements and proceeds from insurance.			Financial impact of flood event still under assessment			•	•	•







# FINANCIAL **PERFORMANCE**

#### FOUR YEAR FINANCIAL SUMMARY

Financial Summary (\$'000)	PLANNED	SCENARIO - SPI		RIATION
	FY23/24	FY24/25	FY25/26	FY26/27
Income Statement				
Total Income from Continuing Operations	46,280	47,572	52,045	55,522
Total Expenses from Continuing Operations	51,309	52,848	53,537	54,720
Operating Result from Continuing Operations Surplus/(Deficit)	- 5,029	- 5,277	- 1,492	802
Grants & Contributions for Capital Purposes - Cash	852	929	2,355	3,111
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	- 5,881	- 6,206	- 3,847	- 2,309
Balance Sheet				
Total Assets	615,347	609,416	618,283	622,745
Total Liabilities	21,334	20,680	19,921	23,580
Net Assets	594,013	588,736	598,363	599,165
Total Equity	594,013	588,736	598,363	599,165
Cash Flow Statement				
Net Cash Provided by (or used in) Operating Activities	10,351	10,404	14,066	16,693
Net Cash Provided by (or used in) Investing Activities	- 10,281	- 11,706	- 13,871	- 16,357
Net Cash Provided by (or used in) Financing Activities	- 300	- 1,461	- 1,461	2,934
Net Increase/(Decrease) in Cash Assets Held	- 229	- 2,763	- 1,267	3,270
Cash and Cash Equivalents at Beginning of Reporting Period	28,198	27,969	25,205	23,939
Cash and Cash Equivalents at End of Reporting Period	27,969	25,205	23,939	27,208

## FOUR YEAR FINANCIAL BREAKDOWN OPERATING STATEMENT

Net Operating Result for the year before Grants and	- 5,881	- 6,206	- 3,847	- 2,309
Operating Result from Continuing Operations Surplus/(Deficit)	- 5,029	- 5,277	- 1,492	802
Total Expenses from Continuing Operations	51,309	52,848	53,537	54,720
Other Expenses	696	715	735	755
Depreciation	14,491	14,491	14,491	14,491
Materials and Services	18,024	19,118	19,568	20,289
Borrowing Costs	520	516	480	464
Employee Costs	17,578	18,008	18,264	18,721
Expenses from Continuing Operations				
Total Income from Continuing Operations	46,280	47,572	52,045	55,522
Net Gains from the Disposal of Assets	1,040	500	500	500
Grants & Contributions for Capital Purposes - Cash	852	929	2,355	3,111
Grants & Contributions for Operating Purposes	14,114	12,896	13,043	13,190
Other Revenues	407	415	423	432
Interest & Investment Revenue	435	435	435	435
User Charges and Fees	9,626	10,188	10,608	11,196
Rates and Annual Charges	19,806	22,208	24,681	26,658
Income from Continuing Operations			1120/20	
Income Statement Projections (\$'000)	FY23/24	FY24/25	FY25/26	FY26/27



## ANNUAL 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 2023/24 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.

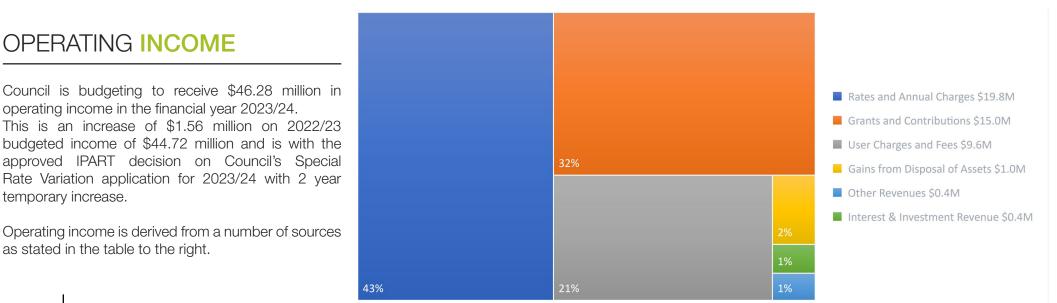
• Councils should have regard to **achieving intergenerational equity,** including ensuring policy decisions are made after considering their financial effects on future generations and the current generation funds the cost of its services.

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

# ANNUAL BUDGET OBJECTIVES

The objectives of the Federation Council Annual Budget are to:

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



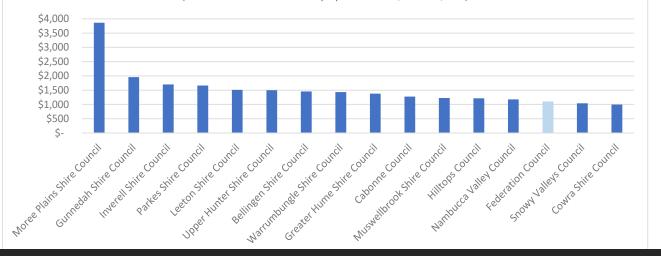
# RATES & ANNUAL CHARGES

Since 1977, certain Council revenues (known as general income) have been regulated in NSW under an arrangement known as 'rate pegging'. Rate pegging limits the amount which councils can increase their general income. General revenue mainly comprises of rates revenue, but also includes certain annual charges. It excludes storm water and waste charges, and water and sewerage charges. The rate peg is the maximum percentage amount that a council may increase its general income for the year. Since 2011-12, it has been set by IPART under a delegation by the Minister for Local Government.

The rate peg does not apply to individual ratepayers' rates but to Council's general income in total. Councils can determine how to allocate this increase between different ratepayer categories. Individual rates are also affected by other factors, such as land valuation. Therefore, an individual ratepayer's rates may increase by more or less than the rate peg amount.

Currently our average overall rates are amongst the lowest in NSW. When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average overall rates are the third lowest, as reported in the graph in the top right.

#### Average Overall Rates FY2021/22 (rural NSW councils with population 10,001-20,000)



With the adopted Planned scenario that contains special rate variation increase for four years from 2023/24 to 2026/27 being 19%, 17%, 14% & 10% (cumulative increase of 74.59%), the average rates would increase as detailed in the following table.

<b>B</b>	PLANNED S	CENARIO - SP	ECIAL RATE V	ARIATION					
Residential	FY23/24	FY24/25	FY25/26	FY26/27					
Yearly	\$136	\$145	\$150	\$115					
Weekly	\$2.62	\$2.79	\$2.88	\$2.21					
% increase	19%	17%	15%	10%					
% cummulative increase	19.00%	39.23%	58.72%	74.59%					
						PLANNED S	CENARIO - SP	ECIAL RATE \	ARIATION
				Farmlar	nd	FY23/24	FY24/25	FY25/26	FY26/27
			Yearly		\$676	\$734	\$758	\$581	
			W	eekly		\$12.99	\$14.12	\$14.58	\$11.18
			%	increase		19%	17%	15%	10%
			%	cummulative	increase	19.00%	39.23%	58.72%	74.59%
Business			ECIAL RATE V						
	FY23/24	FY24/25	FY25/26	FY26/27					
Yearly	\$241	\$257	\$265	\$203					
Weekly	\$4.63	\$4.94	\$5.10	\$3.91					
% increase	19%	17%	15%	10%					
% cummulative increase	19.00%	39.23%	58.72%	74.59%					

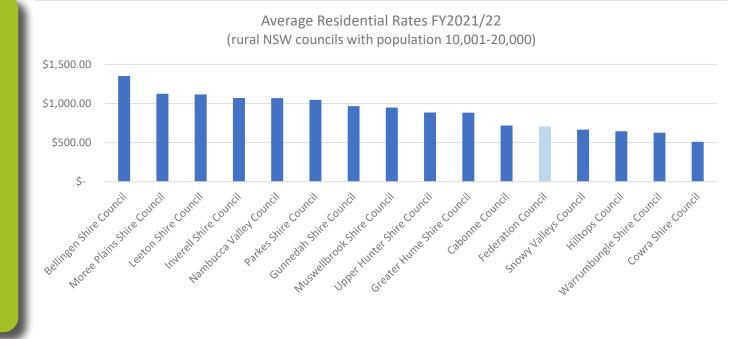
The approved Special Rate Variation that is commencing from July 2023, will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, and to maintain existing service levels.

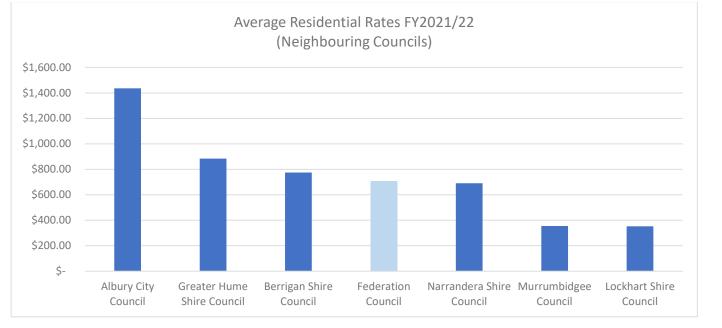
The following pages illustrate the impact on ratepayers, by rating category, based on the average rates and comparing to other similar rural councils. The modelling uses the announced rate peg for 2023/24 and a 2.5% increase in forward years. The only exception is Bellingen Shire Council as they were obtained an approval for a 4 year SRV increase commencing 2023/24 (cumulative increase of 31.06%).

#### IMPACT ON RESIDENTIAL RATEPAYERS

When compared to other NSW rural councils with population between 10,001 and 20,000, Federation Council average residential rates are the fifth lowest, as reported in the graph below.

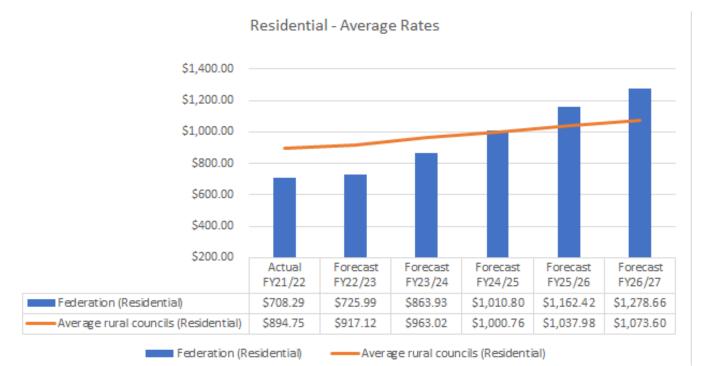
Comparison has also been made with NSW nearby councils and the graph below shows Federation Council compared to our neighbouring average residential rates.

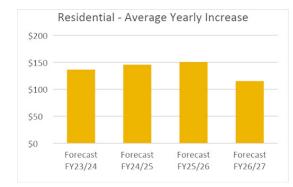


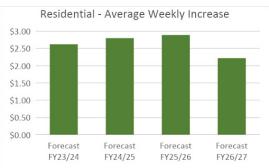


The average residential rates would increase with the adopted Planned scenario whereby Council implement approved temporary SRV commencing 2023/24 to 2024/25 and seek further approval for the permanent 74.59% SRV cumulative increase as detailed in the following graph.

The following table details the increase in average rates per annum and per week.





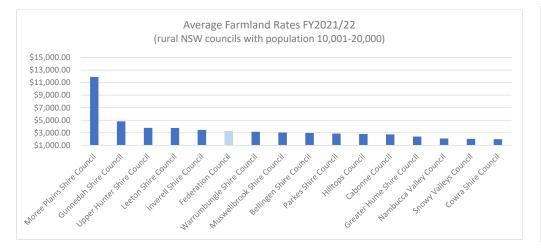


The capacity of community members to pay increased rates is at the forefront of Council's thinking. Balancing the community's needs and wishes for improved structure needs to consider the financial impact on ratepayers. It is acknowledged that some ratepayers have land and property assets and a limited income. Council has adopted an updated Hardship Policy to provide additional payment time for these ratepayers that face financial hardship as a result of the approved Special Rate Variation.

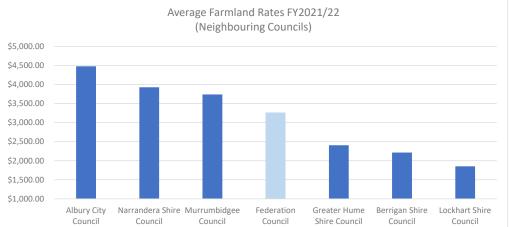


## IMPACT ON FARMLAND RATEPAYERS

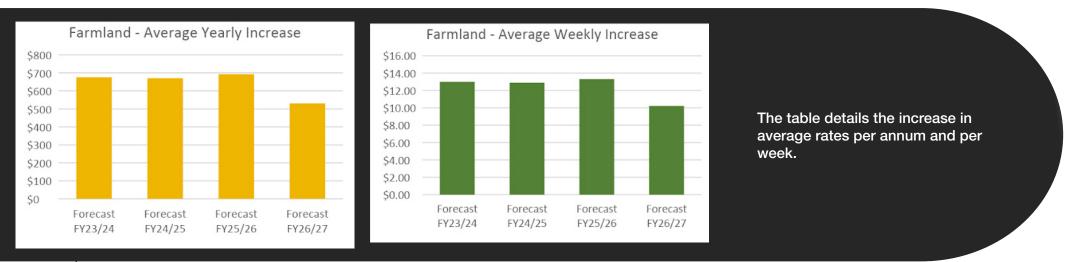
When compared to other NSW rural councils with population between 10,001 and 20,000, Federation Council average farmland rates are in the mid-range, as reported in the graph below.

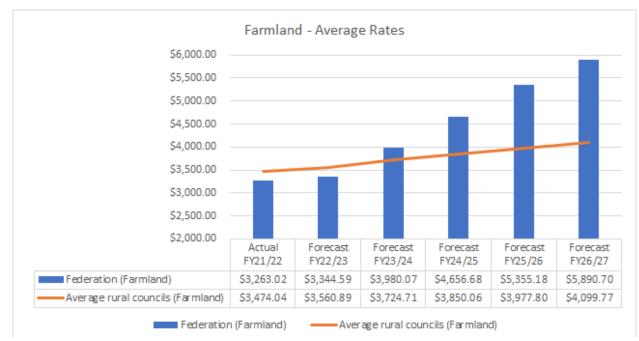


Comparison has also been made with NSW nearby councils and the graph below shows Federation Council compared to our neighbouring average farmland rates.



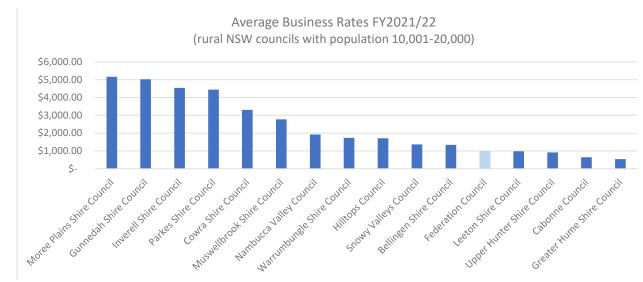
The average farmland rates would increase with the adopted Planned scenario whereby Council implement approved temporary SRV commencing 2023/24 to 2024/25 and seek further approval for the permanent 74.59% SRV cumulative increase as detailed in the following graph. (Next page).



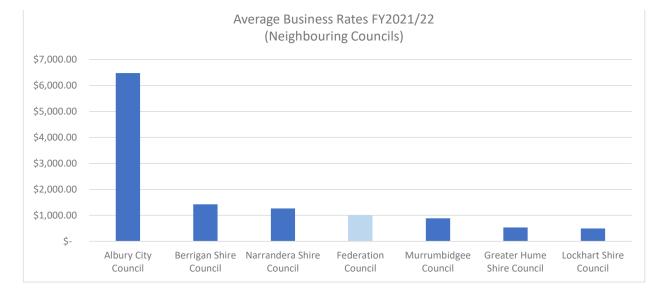


#### IMPACT ON BUSINESS RATEPAYERS

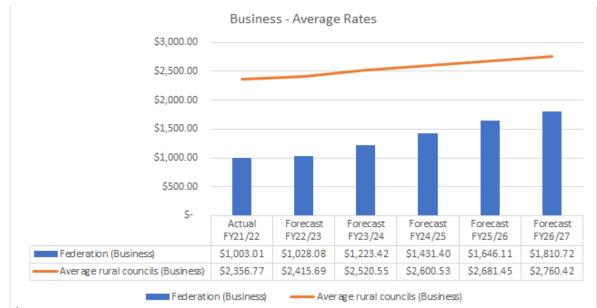
When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average business rates are fifth lowest, as reported in the graph below.



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



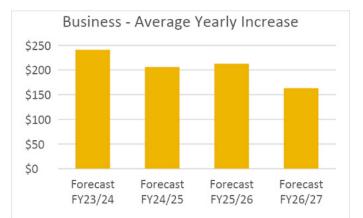
The average business rates would increase with the adopted Planned scenario whereby Council implement approved temporary SRV commencing 2023/24 to 2024/25 and seek further approval for the permanent 74.59% SRV cumulative increase as detailed in the following graph.

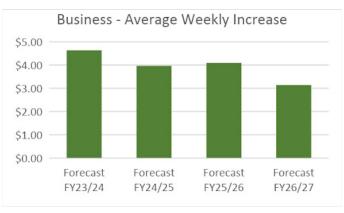






The following table details the increase in average rates per annum and per week.





## USER CHARGES & FEES

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

## INTEREST & INVESTMENT REVENUE

The Long Term Financial Plan (LTFP) has adopted a conservative stance in forecasting interest rate over the next few years and the amount of interest revenue calculated in the LTFP is linked to the available cash balances from the cash flow statement.

# OPERATING & CAPITAL GRANTS

Operating grants from Commonwealth and State Government comprise 33% of Operating Income in FY2023/24 to assist in delivering services. Some of the grants are for the delivery of specific services and others are general grants or "untied" grants which means Council can use the funding based on local priorities.

Income received for specific purpose means that it is restricted in use and cannot be used for any purpose other than that identified in the funding agreement. This income is kept as a separate cash reserve until such time as the expenditure occurs.

Each specific purpose grant has been considered individually for the LTFP and only those that have been ongoing in recent years have been included as recurrent future income e.g., Financial Assistance Grants and Roads to Recovery.

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

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

Both components of the grant are untied in the hands of local government, allowing councils to spend the

grants according to local priorities. The NSW Local Government Grants Commission recommends the distribution of the funding under the FAG program to NSW local governing bodies in accordance with the Local Government (Financial Assistance) Act 1995 (Commonwealth) and the National Principles for allocating grants.

#### OTHER **REVENUE**

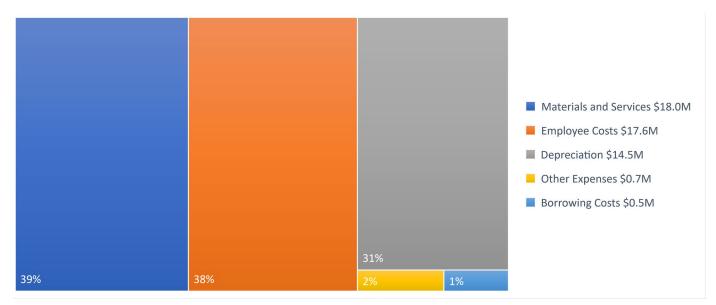
Council's other sources of revenue mainly consist of fuel rebate, commissions and agency fees, workers compensation incentive rebate, property sewer service diagram and water meter reading charges.

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

## OPERATING EXPENDITURE

Council is budgeting to expend \$51.31 million in operating expenditure in the financial year 2023/24. This includes an additional \$0.24 million in operating expenses with the approved the Special Rate Variation and the remaining additional general rate income to be directed to capital expenditure.

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



## EMPLOYEE COSTS

## MATERIAL & SERVICES

Employee costs includes benefits and on-costs, i.e. salary and wages paid to staff and other direct staff costs such as superannuation, fringe benefits tax, workers compensation and training costs.

Employee costs are indexed by Award increases and other legislative changes such as increases to compulsory superannuation guarantee levy payments.

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

## BORROWING COSTS

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

External loan balances are forecasted to be \$12.67 million at 30 June 2023 including the borrowing for the upgrade of Howlong Water system budgeted for in FY2022/23. Borrowings for Howlong Water system upgrade are split into two financial years with remaining \$1.05 million incorporated in FY2023/24. Interest expense has been projected based on the rates applicable for each loan.

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

The \$0.24 million expenses for projects that are subject to the approval of Council's Special Rate Variation application is factored in this category.

	FY23/24
Develop a Stormwater Drainange Strategy for urban areas	50,000
Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024	60,000
Develop a tree management strategy to respond to changing climate and a tree register for priority recreation reserves	40,000
Continue to progress Council's Friendship Agreement with Miki City	15,000
Preventive maintenance of Council's buildings	79,449

#### Operating expenses subject to approval of Special Rate Variation

#### DEPRECIATION

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

#### OTHER EXPENSES

Approx. 86% of Council other expenses is made of contribution or levies to other levels of government, i.e. emergency service levy that have increased by \$0.18 million from FY2022/23.

244,449

# CAPITAL EXPENDITURE

Council has budgeted to invest \$10.39 million on assets in 2023/24 to renew and improve Council's asset portfolio with \$0.97 million with the approval of the Special Rate Variation.

Capital Works Statement Projections (\$'000)	PLANNED	SCENARIO - SPI	ECIAL RATE VAR	IATION
	FY23/24	FY24/25	FY25/26	FY26/27
Sealed Roads	3,924	3,140	3,140	3,140
Stormwater Drainage	223	91	94	53
Sewerage	1,561	2,009	3,852	5,069
Water	1,495	1,512	676	55
Plant, machinery and equipment	1,906	2,000	2,000	2,00
Computers and telecommunications	307	380	259	16
Additional Capital Works due to SRV - Sealed Local Roads	618	1,197	1,892	2,47
Additional Capital Works due to SRV - Unsealed Local Roads	191	371	586	76
Additional Capital Works due to SRV - Urban Stormwater Drainage	161	292	461	60
Additional Capital Works due to SRV - Asset management and financial sustainability needs	-	150	150	55
Total Capital Works	10,386	11,142	13,110	15,37

		PLANNED &
Local Services	Project Name	APPROVED SCENARIO - SI
Fleet Management	Fleet Replacement Program	1,906,00
Sub Total - Fleet Management		1,906,00
Information Technology	Information Technology Capital Program	229,00
information recinology	Information Technology Capital Program Microwave network upgrade	229,00
	Electrical Upgrades - AS3000 compliance works	25,00
Sub Total - Information Technology	Electrical Opgrades - ASSOOD compliance works	307,00
0.	DEDAID Deserves Designed Deserve	
Roads	REPAIR Program - Regional Roads	330,00
	Block Grant - Regional Roads	1,310,00
	Road to Recovery Grant Program	2,284,00
Sub Total - Roads		3,924,00
Stormwater Drainage	Savage St Stormwater Pump Station Mulwala upgrade works	35,00
	Mulwala Industrial Estate Stormwater Pump Station Mulwala upgrade works	35,00
	Hammersley Rd Stormwater Pump Station Corowa upgrade works	65,00
	Stormwater pump station pump replacement program	32,50
	Stormwater pump station electrical upgrades	10,00
	Stormwater pump station switchboard replacement program	45,50
Sub Total - Stormwater Drainage		223,00
Additional Capital Works due to SRV - Sealed Local Roads	Reseal of Drain Lane (1.43km)	59,00
	Reseal of Back Berrigan Road (1.75km)	80,00
	Reseal of Greenvale Road (5km)	169,00
	Reseal of Emu Park Road (500m)	42,00
	Reseal of Emu Park Road (760m)	77,00
	Reseal of Goombargana Road (4.57km)	164,00
	Reseal of River Road (550m)	27,00
Sub Total - Additional Capital Works due to SRV - Sealed Local F	loads	618,00
Additional Capital Works due to SRV - Unsealed Local Roads	Resheeting of Woodhouse Road (1.24km)	43,00
	Resheeting of Swan Lagoon Road (1km)	35,00
	Resheeting of Sandy Ridges Road (2.3km)	64,00
	Resheeting of Narrow Plains Road (1.35km)	49,00
Sub Total - Additional Capital Works due to SRV - Unsealed Loca	al Roads	191,00
Additional Capital Works due to SRV - Urban Stormwater Draina	ge Corowa Stormwater Drainage Improvements Stage 1	161,00
Sub Total - Additional Capital Works due to SRV - Urban Stormy	vater Drainage	161,00
Sub Total General Fund		7,330,00

Local Services	Project Name	PLANNED & APPROVED SCENARIO - SR
Sewerage	CCTV Inspections	102,000
	Sewer Relining	122,500
	Infiltration testing	35,000
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout five towns	137,500
	Pump replacements as required, All towns	210,00
	Replace SPS Lids	70,00
	Major Microwave Network Upgrade - Corowa Civic Centre to Urana Council Building - Supply, Install Commission	17,50
	Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	11,00
	Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	16,00
	Annual Switchboard Replacement, Upgrade & Maintenance Program - Sewerage Pumping Stations	77,00
	Sewer Vent Stack Inspection, removal and replacement programme	100,00
	Plant and Equipment	66,50
	Improvement Works Corowa STP	127,00
	Improvement Works Mulwala STP	215,00
	Improvement Works Urana STP	45,00
	Improvement Works Oaklands STP	15,00
	SPS Valve Pit replacement and well upgrades	100,00
	SCADA, Telemetry and Communications network upgrade	11,00
	Motor Drive, energy efficiency and cooling upgrades	83,00
Sub Total - Sewerage		1,561,00
Local Services	Project Name	PLANNED
	··· <b>·</b>	SCENARIO - SI
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns	140,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations	140,00 77,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40	140,00 77,00 150,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40 Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP and Howlong WFP	140,00 77,00 150,00 35,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40 Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP and Howlong WFP Water Main Replacement	140,00 77,00 150,00 35,00 350,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40 Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP and Howlong WFP Water Main Replacement Howlong Water Mains Augmentation	140,00 77,00 150,00 35,00 350,00 600,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40 Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP and Howlong WFP Water Main Replacement Howlong Water Mains Augmentation Variable Speed Drive Installation with Remote Monitoring & Control system	140,00 77,00 150,00 35,00 600,00 11,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40 Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP and Howlong WFP Water Main Replacement Howlong Water Mains Augmentation Variable Speed Drive Installation with Remote Monitoring & Control system Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	140,00 77,00 150,00 35,00 350,00 600,00 11,00 55,00
Water	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40 Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP and Howlong WFP Water Main Replacement Howlong Water Mains Augmentation Variable Speed Drive Installation with Remote Monitoring & Control system Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	140,00 77,00 150,00 35,00 600,00 11,00 55,00 11,00
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations IWCM Plan - NEW - S&S Funding 60/40 Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP and Howlong WFP Water Main Replacement Howlong Water Mains Augmentation Variable Speed Drive Installation with Remote Monitoring & Control system Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	SCENARIO - SI 140,00 77,00 150,00 350,00 600,00 11,00 55,00 11,00 11,00 55,00

# SPECIAL RATE VARIATION APPLICATION & COUNCIL'S FINANCIAL SUSTAINABILITY JOURNEY

Federation Council is one of thirteen councils across NSW that have applied to (IPART) for a special variation to increase income from rates above the rate peg.

The Special Rate Variation proposed for Federation Council is for four years from 2023/24 to 2026/27 at 19%, 17%, 15% and 10%, inclusive of any maximum rate peg amount set by IPART each year.

IPART will determine the application across the following criterions: a demonstrated need for higher increases to charges; community awareness of their plans; a reasonable impact on ratepayers; a process to exhibit relevant council documents to the public; and a history of well-documented council productivity improvements and cost containment strategies.

Council embarked on its current and ongoing financial sustainability journey over three years ago when CT Management were engaged in mid-2019, to lead in the development of Federation Council's first new Long Term Financial Plan (LTFP). The first version of this plan was adopted for 2020/21 and has been updated each year with a draft exhibited, and also updated at other stages as required through each year, for example to reflect new major grant income being received, including for new or updated projects.

The business-as-usual approach was determined not financially sustainable. Council knew the status quo needed to be challenged if it wanted to support the Federation Council LGA to grow and thrive into the future. This will also assist the LGA to continue to evolve as a thriving area containing many livable communities, a vast array of community assets, and a wide range of services delivered by Council.

Council through many engagement forums including community satisfaction surveys, has been encouraged to maintain existing services, and of course improve service levels of some of our services that most need it, such as the road network, where possible. Council has since its inception in May 2016, been on a continuous improvement journey, balancing the immediate running of an entirely new organisation delivering the day-to-day services of the two former Councils from day 1, with the demands of significant new funding, and ensuring a sound financial base into the future.

Council engaged extensively throughout this process and at its June 2022 meeting, unanimously supported Scenario one within the LTFP, which contains a SRV that was publicly exhibited. The intent of this SRV is to provide capacity for Council to address the asset management demands of existing infrastructure over an extended period and support Council to deliver its 45 services including improving the levels of service in some key required areas such as roads.

Through further engagement with our community in 2023, if the Special Rate Variation Application is successful, Council is proposing the following list of projects to be delivered in 2023-2024 with the Special Rate Variation funds on the following page:

Rates Yield with SRV	11,047,772	Develop a Stormwater Drainange Strategy for urban areas	50,000
		Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024	60,000
Rates Yield with Rate Pegging	9,683,323	Develop a tree management strategy to respond to changing climate and a tree register for priority recreation reserves	40,000
		Continue to progress Council's Friendship Agreement with Miki City	15,000
Extra Funds Available to Council due to SRV	1,364,449	Preventive maintenance of Council's buildings	79,449
		Reseal of Drain Lane (1.43km)	59,000
		Reseal of Back Berrigan Road (1.75km)	80,000
		Reseal of Greenvale Road (5km)	169,000
		Reseal of Emu Park Road (500m)	42,000
		Reseal of Emu Park Road (760m)	77,000
		Reseal of Goombargana Road (4.57km)	164,000
		Reseal of River Road (550m)	27,000
		Resheeting of Woodhouse Road (1.24km)	43,000
		Resheeting of Swan Lagoon Road (1km)	35,000
		Resheeting of Sandy Ridges Road (2.3km)	64,000
		Resheeting of Narrow Plains Road (1.35km)	49,000
		Corowa Stormwater Drainage Improvements Stage 1	161,000
		Procurement Officer	100,000
		Hardship Relief (Subject to Council Consideration)	50,000

#### Total Expenditure on SRV Funded Projects or Inititatives 1,364,449

# BUILT FEDERATION Budget 2023-24

	Income Budget 23/24	1	Expenditure Budget 23/24
Built Federation			
Aerodrome	\$ 35,000	-	-
Corowa Aerodrome	\$ 35,000		
Urana Aerodrome	\$ -	\$	500
Non Potable Water Supplies	\$ 22,000	) \$	53,830
Balldale Water - Mains	\$ -	\$	16,120
Balldale Water - Pump Station	\$ -	\$	10,070
Balldale Water - Reservoir	\$ -	\$	17,640
Balldale Water - Income	\$ 12,000	) \$	-
Daysdale Water	\$ 5,000	) \$	5,000
Rural Standpipes	\$ 5,000	) \$	5,000
Building Maintenance	\$ 220,120	) \$	1,120,382.00
Corowa Civic Centre	\$ 4,300	) \$	364,669
Mulwala Civic Centre	\$ 5,400	) \$	31,261
Howlong Resource Centre	\$ -	\$	35,403
Urana Office Building	\$ -	\$	53,500
Howlong Health Centre	\$ 5,320	) \$	21,297
Urana Medical Centre	\$ 100	) \$	29,000
Oaklands Medical Centre	\$ 100	) \$	4,800
Corowa Memorial Hall	\$ 8,400	) \$	28,317
Corowa Oddfellows Hall	\$ 6,000	) \$	16,604
Urana Hall	\$ -	\$	6,200
Oaklands Hall	\$ -	\$	6,000
Rand Hall	\$ -	\$	4,050
Boree Creek Hall	\$ -	\$	5,300
Facilities Inspections	\$ -	\$	180,930
Preventive Maintenance Program (SRV)	\$ -	\$	79,449
Corowa Museum	\$ -	\$	10,355
Mulwala Museum	\$ -	\$	8,790
Urana Museum	\$ -	\$	4,600
Howlong Aged Care Units	\$ 9,500	) \$	6,637

		Income Budget 23/24				•	
Built Fe	ederation	But	-901 <b>20</b> / 24	Duu	5ct 20/ 24		
	Billabidgee Place	\$	25,000	\$	30,000		
	Oaklands Aged Care Units	\$	-	\$	12,300		
	Chapman St Flats	\$	6,000	\$	13,300		
	Urana House Dwellings	\$	25,000	\$	43,100		
	Urana Aquatic Centre Building	\$	-	\$	46,000		
	Youth Centre	\$	-	\$	3,340		
	Corowa Monument	\$	-	\$	2,927		
	Toy Library - Railway Building	\$	-	\$	11,689		
	Other Council Buildings	\$	125,000	\$	60,564		
Depot		\$	-	\$	606,700		
	Corowa Depot	\$	-	\$	434,300		
	Mulwala Depot	\$	-	\$	9,600		
	Howlong Depot	\$	-	\$	2,100		
	Urana Depot	\$	-	\$	160,700		

	Inco Budget		xpenditure dget 23/24
Built Federation			
Domestic Waste			2,172,650
Domestic Waste Bin Service		76,150	2,172,650
Domestic Waste Pensioner Subsidy Grant		79,750	-
Domestic Waste Pensioner Concession		)3 <i>,</i> 970	-
Engineering	\$ 1	15,000	\$ 1,442,651
Engineering Management		15,000	\$ 506,125
Infrastructure Management	\$	-	\$ 349,408
Asset Management	\$	-	\$ 326,058
Project Management	\$	-	\$ 20,000
Development Management	\$	-	\$ 83 <i>,</i> 402
Procurement Management	\$	-	\$ 100,000
GIS Management	\$	-	\$ 57,658
Plant Operating	\$ 57	70,000	\$ 2,520,000
Fuel & Oils	\$	-	\$ 800,000
Insurance	\$	-	\$ 121,000
Registration	\$	-	\$ 140,000
Repairs & Service	\$	-	\$ 805,000
Tyres	\$	-	\$ 90,000
Increase in Plant Rates	\$	-	\$ 500,000
Vehicle Repairs under Insurance Excess	\$	-	\$ 40,000
Minor Plant	\$	-	\$ 24,000
Gain from Trade In of Plant	\$ 57	70,000	\$ -
Quarries	\$	-	\$ 118,700
Quarry Operating	\$	-	\$ 118,700
Roads & Drainage	\$ 4,76	53,808	\$ 4,199,000
Regional Roads (RMS Funded)	\$ 1,71	10,000	\$ 400,000
State Road (RMS Funded)	\$ 27	72,000	\$ 272,000
Traffic Facilities (RMS Funded)		22,000	\$ 122,000
Sealed Urban Roads	\$	-	\$ 387,000
Unsealed Urban Roads	\$	-	\$ 178,000

	Income Budget 23/24	Expenditure Budget 23/24
Built Federation		
Rural Sealed Roads	\$ -	\$ 824,000
Rural Unsealed Roads	\$ -	\$ 1,283,000
Roads Operation Administration	\$ -	\$ 188,000
Bridges	\$ -	\$ 8,000
Footpaths	\$ -	\$ 75,000
Drainage Urban Roads	\$ -	\$ 190,000
Drainage Rural Roads	\$ -	\$ 42,000
Stormwater Drainage Strategy (SRV)	\$ -	\$ 50,000
Streetlighting	\$ 46,000	\$ 180,000
Regional Roads Repair Program Grant	\$ 330,000	\$ -
Roads to Recovery Income	\$ 2,283,808	\$-



<b>.</b>		В	Income Idget 23/24		xpenditure Idget 23/24
<u>Built Fe</u> Sewer	<u>ederation</u>	\$	5,804,500	\$	4,216,050
Jewei	Sewer Annual Charges	\$	4,960,000	-	
	Sewer Usage Fees	\$	795,000	\$	
	Sewer Pensioner Subsidy Grant	\$	67,000	\$	
	Sewer Pensioner Concession	-\$	120,000	\$	
	Sewer Interest on Investments	\$	35,000	\$	
	Sewer Diagrams	\$	30,000	\$	_
	Sewer Developer Contributions	\$	25,000	\$	_
	Septic Waste Disposal Charges	\$	12,500	\$	_
	Sewer - Mains	\$	-	\$	302,150
	Sewer - Pump Stations	\$		\$	656,100
	Sewer - Treatment Works	\$	-	\$	1,769,900
	Sewer - Effluent Disposal	\$	-	\$	72,500
	Sewer - Administration	\$	-	\$	424,650
	Sewer - Trade Waste	\$	_	\$	262,750
	Sewer - Training	\$	-	\$	83,750
	Sewer - WHS	\$	-	\$	10,000
	Sewer - Service	\$	-	\$	144,000
	Sewer - Manhole	\$	-	\$	138,500
	Sewer - Augmentation	\$	-	\$	101,750
	Sewer - Telemetry System	\$	-	\$	63,000
	Sewer - Community Engagement	\$	-	\$	25,000
	Sewer - Interest Repayments	\$	-	\$	162,000
Waste		\$	1,041,009	\$	886,300
	Corowa Tip	\$	90,000	\$	265,000
	Howlong Tip	\$	45,000	\$	142,200
	Mulwala Transfer Station	\$	36,000	\$	173,000
	Urana Tip	\$	2,000	\$	39,100
	Oaklands Tip	\$	2,000	\$	16,000
	Northern Domestic Waste Contract Tip Fees	\$	80,000	\$	-

			Income		xpenditure
		Βι	udget 23/24	Bu	udget 23/24
Built Federa					
	ste Facility Levy	\$	530,000	\$	-
Bus	iness Waste Bin Service	\$	256,009		251,000
Water		\$	7,008,895		4,221,135
	ter Annual Charge	\$	1,626,800	-	-
Wa	ter Usage Fees	\$	4,729,000	\$	-
Wa	ter Pensioner Subsidy Grant	\$	66,000	\$	-
Wa	ter Pensioner Concession	-\$	120,000	\$	-
Wa	ter Interest on Investments	\$	50,000	\$	-
Me	ter Readings	\$	13,000	\$	-
Lea	se Income	\$	15,000	\$	-
Wa	ter Connection Fees	\$	67,000	\$	-
Avc	lata System	\$	10,095	\$	-
Sale	e of Water Entitlements	\$	55,000	\$	-
Wa	ter Developer Contributions	\$	33,000	\$	-
Wa	ter - Secure Water Grant	\$	464,000	\$	-
Wa	ter - Mains	\$	-	\$	362,750
Wa	ter - Services	\$	-	\$	378,480
Wa	ter - Reservoirs	\$	-	\$	156,300
Wa	ter - Pump Stations	\$	-	\$	323,630
Wa	ter - Treatment Works	\$	-	\$	1,458,025
Wa	ter - Meter Readings	\$	-	\$	26,700
Wa	ter - Administration	\$	-	\$	551,750
Wa	ter - Asset Management	\$	-	\$	565,000
Wa	ter - Training	\$	-	\$	103,750
Wa	ter - WHS	\$	-	\$	10,000
Wa	ter - Telemetry System	\$	-	\$	48,750
	ter - Reticulation Project	\$	-	\$	50,000
Wa	ter - Community Engagement	\$	-	\$	25,000
	ter - Interest Repayments	\$	-	\$	161,000
Depreciatio	n	\$	-	\$	13,834,000

	Βι	Income Budget 23/24		kpenditure Idget 23/24
Built Federation				
Other Structures - Non Potable Water	\$	-	\$	23,000
Footpaths	\$	-	\$	170,000
Roads	\$	-	\$	5,800,000
Bridges	\$	-	\$	241,000
Land Improvements - Water	\$	-	\$	1,300
Plant & Equipment - Water	\$	-	\$	19,000
Infrastructure - Water	\$	-	\$	1,620,000
Office Equipment - Water	\$	-	\$	15,000
Buildings - Water	\$	-	\$	52,000
Land Improvements - Sewer	\$	-	\$	2,600
Plant & Equipment - Sewer	\$	-	\$	1,600
Infrastructure - Sewer	\$	-	\$	1,655,000
Office Equipment - Sewer	\$	-	\$	13,000
Buildings - Sewer	\$	-	\$	24,000
Buildings	\$	-	\$	2,362,000
Plant & Equipment	\$	-	\$	1,061,000
Furniture & Fittings	\$	-	\$	25,000
Office Equipment	\$	-	\$	81,000
Quarries	\$	-	\$	5,500
Stormwater Drainage	\$	-	\$	662,000
Transfers	\$	100,000	-\$	1,391,003
Overheads for Domestic Waste	\$	-	\$	278,728
Overheads for Sewer	\$	-	\$	1,445,129
Overheads for Water	\$	-	\$	1,583,169
Depot Transfer of Overheads to Water, Sewer & Domestic Waste	\$	-	-\$	163,830
Engineering Transfer of Overheads to Water, Sewer & Domestic Waste	\$	-	-\$	671,326
Building Transfer of Overheads to Water, Sewer & Domestic Waste	\$	-	-\$	127,123
Plant Recovery	\$	100,000	-\$	3,735,750
Built Fe	ederation Total \$	22,032,262	\$	34,162,895

## ECONOMIC FEDERATION Budget 2023-24

		Income	Ex	penditure
		Budget 23/24	Bu	dget 23/24
Economic Federation				
Caravan Parks	:	\$ 640,000	\$	642,500
Ball Park Caravan Park		\$ 520,000	\$	520,000
Urana Caravan Park		\$ 120,000	\$	120,000
Oaklands RV Park		\$-	\$	2,500
Economic Development		\$-	\$	193,000
Economic Development Expenses		\$ -	\$	33,000
Community & Economic Management	:	\$-	\$	160,000
Grants	:	\$-	\$	96,040
Grant Administration		\$ -	\$	96,040
Land Sales	:	\$ 470,000	\$	10,000
Industrial Land Sales		\$ 470,000	\$	10,000
Private Works	:	\$ 75,000	\$	75,000
Private Works		\$ 75,000	\$	75,000
Saleyards	:	\$ 875,000	\$	556,494
Saleyards		\$ 875,000	\$	556 <i>,</i> 494
Tourism		\$ 2,000	\$	502,113
Tourism Operations		\$ 2,000	\$	237,113
Tourism Destination Website		\$ -	\$	16,000
Murray Regional Tourism membership		\$ -	\$	25,000
Yarrawonga Mulwala Membership		\$ -	\$	52,000
Tourism Initiatives		\$ -	\$	50,000
Implementation of North of the Murray Destination Marketing Strategy (SRV)		\$ -	\$	60,000
Branding Project		\$ -	\$	46,000
Experience Guide		\$ -	\$	16,000
Transfers		\$-	-\$	24,394
Grant Transfer of Overheads to Water, Sewer & Domestic Waste		\$	-\$	24,394
Economic	Federation Total	\$ 2,062,000	\$	2,050,753

## **NATURAL** FEDERATION Budget 2023-24

	Income		openditure
	Budget 23/24	Bu	dget 23/24
Natural Federation			
Cemetery	\$ 153,500	\$	174,300
Corowa Lawn Cemetery	\$ 77,000	\$	77,000
Corowa Pioneer Cemetery	\$ 3,000	\$	7,700
Mulwala Cemetery	\$ 42,000	\$	43,000
Howlong Cemetery	\$ 25,000	\$	29,700
Hopefield Cemetery	\$ 2,000	\$	3,200
Urana Cemetery	\$ 2,000	\$	6,300
Oaklands Cemetery	\$ 1,000	\$	5,500
Boree Creek Cemetery	\$ 1,500	\$	1,900
Development	\$ -	\$	301,258
Development & Environment Management	\$ -	\$	301,258
Environmental	\$ -	\$	11,120
Drum Muster	\$ -	\$	3,000
Environmental Expenses	\$ -	\$	2,060
West Corurgan Expenses	\$ -	\$	4,000
Illegal Dumping	\$ -	\$	2,060
Floodplain Management	\$ 480,042	\$	600,057
Urana Levee upgrade - Grant Funded 4 to 1	\$ 194,942	\$	243,677
Urana and Boree Creek voluntary house raising - Grant Funded 4 to 1	\$ 79,200	\$	99,000
Federation villages flood warning system - Grant Funded 4 to 1	\$ 47,500	\$	59,380
Morundah flood mitigation investigations - Grant Funded 4 to 1	\$ 158,400	\$	198,000
Health	\$ 18,000	\$	226,000
Health Control Management	\$ 2,500	\$	226,000
Food Premises Inspection	\$ 11,000	\$	-
Hairdressing and/or skin penetration inspections	\$ 2,000	\$	-
Caravan Park Inspection	\$ 2,500	\$	-
Noxious Weeds	\$ 75,000	-	289,750
Noxious Weed Grant Funding	\$ 75,000	-	-
Khaki weed	\$ -	\$	8,500
Inspections	\$ -	\$	95,500

	Income	Expenditure
	Budget 23/24	Budget 23/24
Natural Federation		
Publicity	\$ -	\$ 12,200
Training	\$ -	\$ 16,050
Control of Weeds	\$ -	\$ 120,000
Mapping	\$ -	\$ 12,500
Coordinate & Planning	\$ -	\$ 25,000
Parks & Ovals	\$ 10,515	\$ 1,768,960
Corowa Parks	\$ -	\$ 409,500
Mulwala Parks	\$ -	\$ 201,500
Howlong Parks	\$ -	\$ 113,200
Balldale Parks	\$ -	\$ 9,460
Kyffins Reserve	\$ -	\$ 1,500
Urana Parks	\$ -	\$ 65,200
Oaklands Parks	\$ -	\$ 44,500
Boree Creek Park	\$ -	\$ 18,900
Rand Parks	\$ -	\$ 12,800
Morundah Parks	\$ -	\$ 19,100
Colombo Reserve	\$ -	\$ 6,000
Parks & Gardens Administration	\$ -	\$ 289,600
Tree Management Strategy (SRV)	\$ -	\$ 40,000
John Foord Oval	\$ -	\$ 99,200
Ball Park Oval	\$ -	\$ 68,500
Lowe Square	\$ -	\$ 136,500
Morris Park	\$ -	\$ 48,000
Lonsdale Reserve	\$ -	\$ 99,000
Corowa Rugby Field	\$ -	\$ 11,500
Victoria Park Urana	\$ 8,015	\$ 16,000
Oaklands Recreation Ground	\$ -	\$ 16,000
Boree Creek Recreation Ground	\$ 2,000	
Rand Recreation Reserve	\$ -	\$ 16,000
Morundah Recreation Ground	\$ 500	

	Income	Ex	penditure
	Budget 23/24	Bu	dget 23/24
Natural Federation			
Coreen Oval	\$ -	\$	5,100
Rennie Oval	\$ -	\$	2,000
Soft Fall for Playgrounds	\$ -	\$	10,000
Town Improvements	\$ -	\$	15,000
Urana Town Improvement	\$ -	\$	3,000
Oaklands Town Improvement	\$ -	\$	3,000
Boree Creek Town Improvement	\$ -	\$	3,000
Rand Town Improvement	\$ -	\$	3,000
Morundah Town Improvement	\$ -	\$	3,000
Public Toilets	\$ -	\$	235,081
Public Toilets	\$ -	\$	235,081
Ranger	\$ 38,250	\$	335,291
Dog Control	\$ 1,000	\$	98,929
Cat Control	\$ 250	\$	10,155
Other Animal Control	\$ -	\$	15,180
Companion Animal Registration	\$ 12,000	\$	-
Ranger Compliance	\$ 25,000	\$	202,527
Overgrown Vegetation Inspections	\$ -	\$	8,500
Street Cleaning	\$ -	\$	281,808
Northern Area Street Sweeping	\$ -	\$	4,820
Howlong Street Sweeping	\$ -	\$	57,725
Mulwala Street Sweeping	\$ -	\$	74,036
Corowa Street Sweeping	\$ -	\$	145,227
Street Presentation	\$ -	\$	716,100
Village Street Presentation	\$ -	\$	70,500
Oaklands Street Presentation	\$ -	\$	65,000
Urana Street Presentation	\$ -	\$	92,100
Howlong Street Presentation	\$ -	\$	112,000
Mulwala Street Presentation	\$ -	\$	155,000
Corowa Street Presentation	\$ -	\$	221,500

		Income	Expenditu	
		Budget 23/24	Budget 23	/24
Natural Federation				
Town Planning & Building Control	\$	480,000	\$ 985,1	191
Town Planning & Building Control Administration	\$	480,000	\$ 833,0	000
Town Planning - Legal Expenses	\$	-	\$ 70,0	000
Plan First Expenses	\$	-	\$ 35,0	000
Regional NSW Planning Portal (Grant)	\$	-	\$ 47,1	191
Depreciation	\$	-	\$ 289,0	000
Other Recreational Assets	\$	-	\$ 157,0	000
Land Improvements	\$	-	\$ 132,0	000
Transfers	\$	-	-\$ 91,5	582
Development Transfer of Overheads to Water, Sewer & Domestic Waste	\$	-	-\$ 91,5	582
Natural Federatio	n Total 💲	1,255,307	\$ 6,137,3	334

Delivery Program 2022-2026 | Operational Plan 2023-2024 | Annual Budget 2023-2024

## SOCIAL FEDERATION Budget 2023-24

		Income Budget 23/24	Expenditure Budget 23/24	
Social Federation				-
Community		\$ 21,442	\$ 59	9,068
Community Development Administration		\$-	\$ 29	4,226
Significant Council run Events		\$-	\$ 2	5,700
Community Grants		\$-	\$ 74	4,500
Murray Arts Contribution		\$-	\$ 14	4,000
Miki City Expenses		\$-	\$ 1	0,000
Progress Friendship Agreement with Miki City (SRV)		\$-	\$ 1	5,000
Accessibility Projects		\$-	\$	5,000
Drug Action Projects		\$ 21,442	\$ 2	1,442
Arts & Culture Projects	:	\$-	\$	8,200
Ageing Well Projects		\$-	\$ 1	0,000
Landcare		\$-	\$ 2	5,000
Volunteer Management		\$-	\$ 8	0,000
Youth & Children Programs		\$-	\$ 1	6,000
Libraries	:	\$ 90,000	\$ 672	2,000
Library Administration		\$ 76,000	\$ 314	4,000
Library Special Projects		\$ 11,000	\$ 1	1,000
Library Programs		\$ 3,000	\$ 10	0,000
Riverina Library Contribution	1	\$-	\$ 33	7,000
Preschools	:	\$ 373,750	\$ 38	2,750
Contribution to Local Pre Schools	:	\$-	\$	9,000
Mobile Preschools	:	\$ 373,750	\$ 37	3,750
Roads - Safety	:	\$ 22,916	\$ 4	5,832
Road Safety	:	\$ 22,916	\$ 4	5,832
Swimming Pools		\$ 476,500	\$ 1,56	3,735
Corowa Swimming Pool	:	\$ 450,000	\$ 1,33	7,435
Howlong Swimming Pool	:	\$ 22,000	\$ 14	2,800
Urana Swimming Pool		\$ 2,500	\$ 42	2,000
Oaklands Swimming Pool		\$ 2,000	\$ 4	1,500
Depreciation	:	\$-	\$ 306,0	00.00
Swimming Pools		\$-	\$ 30	6,000
	Social Federation Total	\$ 984,608	\$ 3,56	9,385

## WELL-GOVERNED FEDERATION Budget 2023-24

	Income	Expenditure		
	Budget 23/24		Budget 23/24	
Well Governed Federation				
Bushfire & Emergency Service	\$ 270,000	\$	1,047,018	
Federation Bushfire Expenses	\$ -	\$	205,00	
Federation Bushfire Grant	\$ 200,000	\$	-	
Berrigan Shire Bushfire Expenses	\$ -	\$	70,00	
Berrigan Shire Bushfire Contribution	\$ 70,000	\$	-	
NSW Rural Fire Service Levy	\$ -	\$	480,15	
Fire & Rescue NSW Levy	\$ -	\$	56,84	
NSW State Emergency Service Levy	\$ -	\$	59,01	
SES Expenses	\$ -	\$	6,00	
Natural disaster	\$ -	\$	170,000	
Communications	\$ 5,000	\$	523,30	
Communication Administration	\$ -	\$	382,50	
Council Snippets	\$ -	\$	75,80	
Urana Newsletter	\$ 5,000	\$	25,00	
Community Satisfaction Survey	\$ -	\$	40,00	
Corporate	\$ 1,500	\$	717,32	
Corporate Services Management	\$ 1,500	\$	640,32	
Internal Audit Services	\$ -	\$	15,00	
ARIC Committee	\$ -	\$	12,00	
Legal Expenses	\$ -	\$	50,00	
Customer Service & Service NSW	\$ 173,128	\$	611,91	
Customer Service Administration	\$ 6,500	\$	367,94	
Service NSW Administration	\$ 166,628	\$	231,47	
Postage	\$ -	\$	12,50	
Finance	\$ 19,496,695	\$	1,099,47	
Finance & Rates Administration	\$ -	\$	884,69	
Subscriptions & Software	\$ -	\$	28,00	
Auditors Services	\$ -	\$	75,00	
Bank Charges	\$ -	\$	112,00	
Investment Software & Advice	\$ -	\$	10,00	
Rates Valuation Fees	\$ -	\$	69,00	
Rates Notices Printing & Delivery	\$ -	\$	, 52,00	

	Income Budget 23/24	Expenditure Budget 23/24	
Well Governed Federation		200801-0/1	
Debt Recovery & Legal Fees	\$ 60,000	\$ 60,000	
Centrelink Access Point Commission	\$ 6,300		
Staff Vehicle Leaseback Fees	\$ 155,000		
Rate Income	\$ 11,047,772		
Rates Interest on overdue Rates	\$ 20,000	\$-	
Rates Pensioner Subsidy Grant	\$ 135,000	\$-	
Rate Pensioner Concession	-\$ 250,000	\$-	
Hardship Relief (SRV)	-\$ 50,000		
Council Property Rates	-\$ 191,214	-\$ 191,214	
Certificate Fees	\$ 35,000	\$ -	
Interest on Investments	\$ 260,000	\$-	
Financial Assistance Grant	\$ 8,268,837	\$-	
General Managers Office & Councillors Expenses	\$ -	\$ 1,005,635	
Governance Management	\$ -	\$ 583,575	
Councillors Expenses	\$ -	\$ 266,660	
Councillors Training	\$ -	\$ 60,000	
Council Subscriptions	\$ -	\$ 84,400	
RAMJO Projects	\$ -	\$ 10,000	
Annual Schools Program	\$ -	\$ 1,000	
nsurances	\$ -	\$ 804,683	
Insurance Portfolio	\$ -	\$ 741,433	
Public Liability Insurance Claim	\$ -	\$ 63,250	
T Services & Records	\$ 500	\$ 1,243,714	
Information Technology Administration	\$ 500	\$ 432,905	
Information Technology Continuous Improvements	\$ -	\$ 20,000	
Records Administration	\$ -	\$ 92,309	
Telephone and Internet Expenses	\$ -	\$ 84,000	
Office Stationery Expenses	\$ -	\$ 25,000	
Photocopiers Expenses	\$ -	\$ 15,000	
Software Licences	\$ -	\$ 574,500	
nterest Repayments	\$ -	\$ 200,000	
Interest Repayments	\$ -	\$ 200,000	

	Income	Expenditure	
	Budget 23/24	Budget 23/24	
Well Governed Federation			
Oncosts - Human Resources & Risk Management	\$-	\$ 142,000	
Human Resources Management	\$-	\$ 464,500	
Risk Management	\$-	\$ 278,449	
Workers Compensation Insurance	\$-	\$ 820,000	
Training	\$-	\$ 400,000	
Leave Expenses	\$-	\$ 2,252,000	
Fringe Benefit Taxes	\$-	\$ 150,000	
Superannuation	\$-	\$ 1,497,000	
Oncost Recovery	\$-	-\$ 5,719,949	
Property	\$-	\$ 158,659	
Property Management	\$-	\$ 158,659	
Depreciation	\$-	\$ 62,000	
Software	\$-	\$ 62,000	
Transfers	\$-	-\$ 2,228,771	
Communication Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 162,883	
Corporate Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 462,691	
Customer Services Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 165,573	
Finance & Rates Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 566,791	
Governance Management Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 201,514	
Councillors Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 86,871	
Information Technology Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 518,703	
Property Technology Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 40,299	
Records Transfer of Overheads to Water, Sewer & Domestic Waste	\$-	-\$ 23,446	
Well Governed Federation Tota	I \$ 19,946,823	\$ 5,386,959	



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CREATING OPPORT**UNITY** CELEBRATING COMM**UNITY**