

THIS IS FUTURE FEDERATION

Progress Report July - December 2024

Delivery Program | **2022-2026**

Operational Plan | **2024-2025**

Annual Budget | **2024-2025**



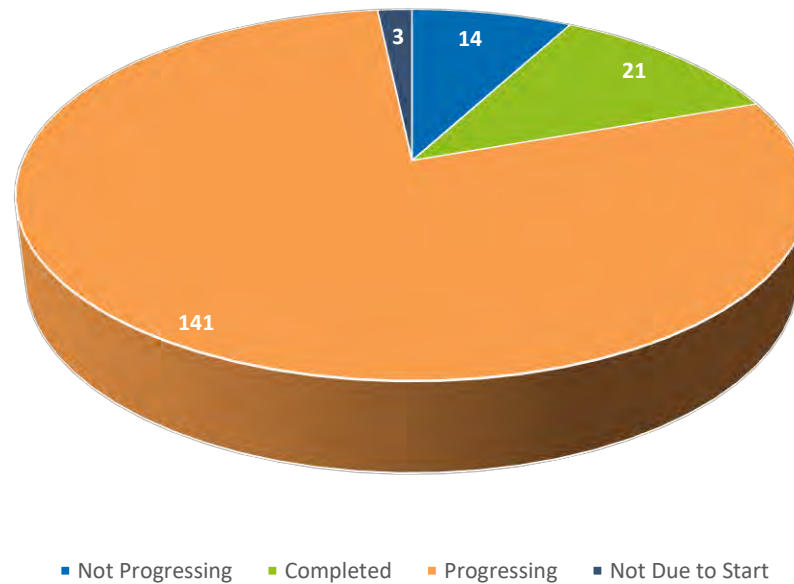
CREATING OPPORTUNITY CELEBRATING COMMUNITY

The Six-Monthly Progress Report

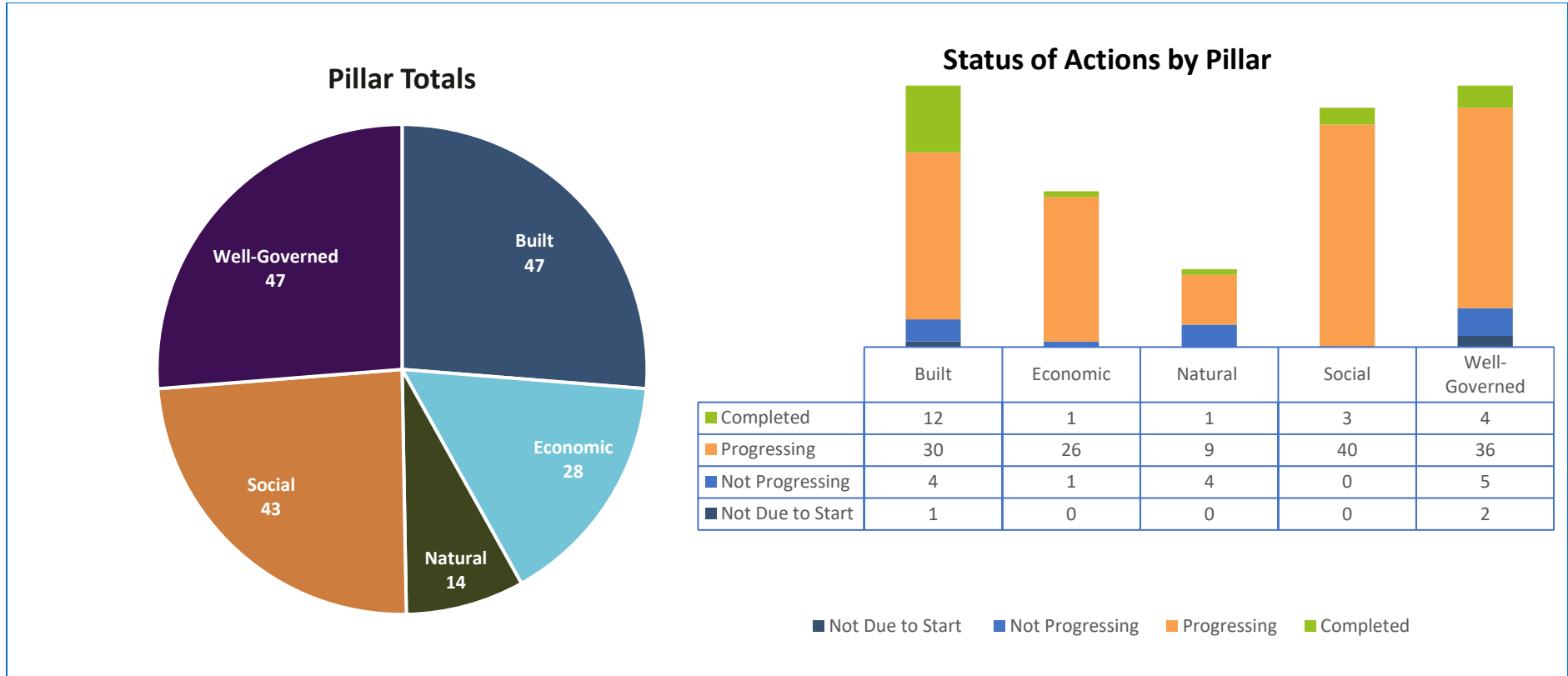
The Six-Monthly Progress Report details Council's progress on its four-year Delivery Program (2022-2026) for the period from 1 July 2024 to 31 December 2024. The Delivery Program and Operational Plan represents the Community Strategic Plan (CSP) themes of Built, Economic, Natural, Social and Well - Governed.

A total of 179 actions are being tracked as part of the Council's Delivery Program 2022-2026 and Operational Plan 2024-2025. Of these, 21 actions are complete, 141 are in progress, 14 are not progressing, and 3 are not yet due to start.

1 July - 31 December 2024 (H1)



Expanding on the 1 July – 31 December 2024 (H1) graph above, the graphs below illustrate the total number of actions within each pillar and the status of those actions.



Detailed information on each action is provided within its respective pillar section:

- [Built](#) pages 14 – 32
- [Economic](#) pages 34 – 45
- [Natural](#) pages 47– 52
- [Social](#) pages 54 – 68
- [Well - Governed](#) pages 70 – 93

The following sections detail the current status of actions within the Delivery Program and Operational Plan, classified as:

- [Completed](#)
- [Progressing](#)
- [Not Progressing](#)

Completed

Of the 179 actions included in the Delivery Program and Operational Plan, 21 (12%) have been completed. The following section provides a list of the actions that have been completed during the six-month period.

Built Federation

Built Federation has 12 actions that are completed:

- 1.1.8 Implement Footpath Renewal Program: Melbourne & Bayly Street, & Corowa Road, Mulwala. Gitchell, Walker & Whitehead Street, Corowa. Sturt Street, Howlong.
- 1.2.9 Upgrade MacKnight Park BBQ and Shelter.
- 1.2.11 Solar Installation at Victoria Park Urana.
- 1.2.12 Replace Howlong Public Swimming Pool perimeter fence.
- 1.2.16 Upgrade Lowe Square, Howlong electrical supply.
- 1.5.4 Finalise Howlong, Corowa and Mulwala Flood Study.
- 1.5.5 Identify improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand.
- 1.5.7 Undertake a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.
- 1.7.1 Actively participate in kerbside collection contract renewal process.

- 1.7.2 Finalise the Waste Strategy.
- 1.7.3 Conduct community education program in advance of introduction of three bin system.
- 1.7.4 Introduce three bin system for all Waste collection areas under the joint contract.

Economic Federation

Economic Federation has 1 action completed:

- 2.7.5 Implement mandatory traceability and electronic identification requirements for sheep at the Corowa Saleyards utilising available funding.

Natural Federation

Natural Federation has 1 action completed:

- 3.1.4 Finalise John Foord Corowa Reserve Masterplan incorporating impact of flood event and new facilities.

Social Federation

Social Federation has 3 actions completed:

- 4.7.3 Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.
- 4.9.4 Implement the actions in the Companion Animal Management Plan.
- 4.11.4 Review the Hardship Policy to be more responsive and practical.

Well-Governed Federation

Well-Governed Federation has 4 actions completed:

- 5.1.3 Undertake annual reporting of expenditure relating to the approved Special Rate Variation.
- 5.3.8 Prepare Annual Report.
- 5.6.7 Conduct Annual Insurance renewals.
- 5.7.2 Develop and Implement Strategic Asset Management Plan.

Progressing

There are 141 actions currently in progress and 83 of these (59%) are considered "on track," having achieved a progression rate of 50% or greater. However, 58 actions (41%) are progressing below the 50% target. Details are provided below.

Actions Progressing Below Target

Of the 58 actions currently below the 50% target, 35 (60%) are expected to be completed by the end of the 2024-2025 financial year whilst 11 (19%) are contingent on the factors described below.

NSW Government/Public Works NSW Collaboration

Built Federation

1.1.6 Lobby NSW Government for an accelerated design program for the construction of the new Lake Mulwala Bridge: Council officers continue to work with representatives from NSW and Victoria in relation to a new bridge connecting Mulwala to Yarrawonga.

1.4.3 Develop sewerage systems capacity review (Corowa, Howlong and Mulwala): Data collection to inform the capacity review is progressing. Public Works NSW are commencing to build the Mulwala Sewer model.

Securing Additional Funding (Various Sources)

Built Federation

1.3.4 Advocate for funding for the renewal of the Mulwala Water Treatment Plant: Council continues to seek funding sources for the renewal of the Mulwala Water Treatment Plant. Strategic Planning currently underway will provide a solid business case that will enable future advocacy with government.

1.1.7 Investigate Alternate Heavy Vehicle route for Urana: Council have commenced preliminary investigations into an alternative heavy vehicle route for Urana. Funding will be required to undertake the required assessments to determine feasible route options.

Economic Federation

2.4.1 Support and encourage opportunities for increased public and private sector investment across the council area: Funding applications submitted and letters of support provided to community organisations submitting funding applications.

Natural Federation

3.1.2 Seek funding for implementation of Masterplans for key recreation reserves - Lowe Square Howlong, Lonsdale Reserve Mulwala, John Foord Reserve Corowa and Urana Aquatic centre: Council will continue to monitor and apply for relevant funding programs as they become available.

3.1.5 Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans: Some actions have been delivered through the Crown Reserves Infrastructure Funding program. Further actions will be delivered as funding becomes available.

Request For Quotation / Expression Of Interest Processes

Economic Federation

2.4.2 Seek public and private sector investment for upgrades to Ball Park Caravan Park: RFQ sent out - awaiting submissions.

2.4.3 Investigate opportunities to expand Urana Caravan Park: Funding allocated for the plan and Expression of interest to prepare the plan is being drafted.

2.4.4 Conduct a feasibility study and market approach for operation of Ball Park Caravan Park as a public private partnership under a long-term lease (subject to Minister approval): Expression of Interest has been conducted to appoint a specialist to coordinate the market approach.

Natural Federation:

3.1.3 Finalise Urana Aquatic Centre, Urana Caravan Park, JM Smith Nature Reserve and Victoria Park Masterplans: Funding allocation prepared and Expression of interest to be sought for the finalisation of the draft plan.

Actions Continuing into 2025 - 2026

The remaining 12 (21%) of the 58 actions below the 50% target, will not be completed by the end of the financial year and work will continue into 2025 - 2026 financial year.

Built Federation

Built Federation has 4 actions that have made some progress, however, will not be completed by the end of the current financial year for the following reasons:

1.1.2 Finalise Asset Management Plan for local roads, bridges and footpaths: Council adopted the Strategic Asset Management Plan in January 2025, providing the overall framework for managing all asset classes. Specific management plans for each asset class will follow, starting with the road asset management plan, which will be developed after road condition assessments are completed in the first half of 2025.

1.2.13 Replace MacKnight Park Toilet Block: Quotations have been received and the construction scheduled for completion by the end of 2025.

1.2.4 Structural Upgrades to Mulwala Pioneer Museum: The design phase is underway, the tender for the physical works is not expected to be released until the second half of the 2024 - 2025 financial year.

1.4.2 Complete Funding Strategy for Corowa Sewerage Treatment Plant: Construction is dependent on securing additional grant funding. The project's current estimated cost is \$38 million.

Well-Governed Federation

The Well-Governed Federation area has 8 actions that will not be completed by the end of the current financial year due to a combination of factors as per the following:

5.1.6 Review Water & Sewerage Pricing: The review is dependent on the Strategic Planning project by Public Works NSW, which is due for completion by the end of the 2024 - 2025 financial year. The pricing review itself is expected to be finalised in 2025 - 2026.

5.3.12 Introduce Modern Slavery Act Framework: Limited progress has been made due to competing priorities, and this work is now scheduled for 2025 - 2026.

5.3.13 Standardise Practices to meet Child Safe Standards: Limited progress has been made due to competing priorities, and this work is now scheduled for 2025 - 2026.

5.3.4 Review Council Policy Framework: While version control improvements are underway and the current framework has been reviewed, further updates has been deferred to late 2025 due to governance resources being prioritised for IP&R requirements.

5.3.6 Review Privacy Management Plan: Further development of the plan has been deferred to late 2025 due to governance resources being prioritised for IP&R requirements.

5.6.4 Implement New Audit & Risk Management Framework: While an assessment has been completed, an action plan developed, and ARIC members appointed, some changes will be implemented in 2025 - 2026 due to the need to prioritise the SRV application and IP&R requirements.

5.6.9 Engage with Roads Advisory Committee: The re-establishment of the committee is dependent on the completion of a road condition assessment and review of key asset management reports, which are expected in the second half of 2025.

5.6.14 Implement Project Management Framework: Development has commenced, including the implementation of project management software, completion is anticipated by the end of 2025.

Not Progressing

Of the 179 actions within the Delivery Program and Operational Plan, 14 (8%) of the actions are not progressing as planned. The following section provides information regarding each of these actions.

Built Federation

Built Federation has 4 actions that won't progress within the given timeframe:

1.1.5 Lobby for Howlong Heavy Vehicle Route Feasibility Study: The council will revisit engagement with the NSW State Government regarding this feasibility study at a later date.

1.2.6 Undertake Oaklands Recreation Reserve - Stage 2 Works: Design changes necessitate redrafting the plans, causing a delay. The project is now expected to commence before the end of 2025.

1.3.5 Develop Long Term Funding Strategy for Howlong Water Treatment Plant: Funding for this project to be considered within the context of the Long Term Financial Plan.

1.3.7 Complete 2023/24 Balldale Water Project: The project is delayed due to resource constraints. Additionally, it requires water quality testing to confirm the suitability of the new bore water, and this testing has not yet been conducted in the first half of 2024-2025.

Economic Federation

Economic Federation has 1 action that won't progress within the given timeframe:

2.10.2 Progress funding strategy for Masterplan for Corowa Aerodrome: A funding strategy will be developed following the completion and adoption of recommendations associated with the Corowa Aerodrome service review.

Natural Federation

Natural Federation has 4 actions that won't progress within the given timeframe:

3.6.1 Develop Federation Council Local Environmental Plan after Growth Strategy and Utilities Plan is finalised: This work is dependent on the completion of the Growth Management Strategy.

3.6.2 Develop Council-wide Development Control Plan: This work is dependent on the completion of the Growth Management Strategy. Progress on the Development Control Plan will begin once the Strategy is finalised.

3.6.3 Review and Update Developer Contribution Plans: The review of these plans is tied to the asset management plans. In the interim, the existing developer levy plan will continue to be used.

3.6.4 Update Local Strategic Planning Statement: This update is not yet required by legislation until 2027.

Well-Governed Federation

Well-Governed Federation has 5 actions that won't progress within the given timeframe:

5.1.7 Review of Pricing: Limited progress has been made due to resources being directed towards the SRV application and IP&R requirements. Further progress is expected in 2025/26.

5.1.8 Review of Rating Categories: No progress has been made due to SRV application and IP&R requirements. This review is scheduled for 2025/26.

5.4.2 Implement Community Engagement Strategy: This work is dependent on the adoption of the Community Engagement Strategy (action 5.4.1) and will be implemented in 2025/26.

5.6.5 Develop Internal Audit Charter: This will be progressed in the first half of 2025.

5.6.8 Develop Climate Change Adaptation Plan: No further progress has been made. Further resourcing for this plan will be considered in the 2025/26 draft and beyond Delivery Program.

Detailed information on each action, including its progress percentage and current status, is provided in the following pillar-specific sections.



Outcome:

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

Built Federation

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	0	1	7	0	8
Projects	4	11	23	1	39
Total Programs / Projects	4	12	30	1	47

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

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.	1.1.2	Finalise Asset Management Plan for local roads, bridges and footpaths.	Project	Asset Management Plan for roads, bridges and footpaths adopted.	Infrastructure team	Progressing	10%	The Strategic Asset Management Plan was adopted at the January 2025 Ordinary Meeting of council. This document provides the overarching management approach for all asset classes. Specific management plans will be developed as asset condition inspections are completed. Road condition assessments will be completed in the first half of 2025 and this will enable the development of the road asset management plan.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.1.3	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.	Project	Road hierarchy and asset management strategies adopted.	Infrastructure team	Progressing	20%	The Asset manager has commenced a review and benchmarking on road hierarchies and management strategies to protect and improve existing road, bicycle and pedestrian infrastructure.
	1.1.4	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.	Program	Capital works program implemented.	\$4.5M	Progressing	25%	The capital works renewal and improvement program for 2024/25 totalled \$9.65 million. At 31 December 2024, 25% of this has been expended or committed.
	1.1.5	Lobby NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong.	Project	Advocacy undertaken.	Engineering team	Not Progressing	0%	Council has not had any recent engagement with the NSW State Government on this matter.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.1.6	Lobby NSW Government for an accelerated design program for the construction of the new Lake Mulwala Bridge.	Project	Advocacy undertaken.	Engineering team	Progressing	25%	Council officers continue to work with representatives from NSW and Victoria in relation to a new bridge connecting Mulwala to Yarrawonga.
	1.1.7	Investigate Alternate Heavy Vehicle route for Urana.	Project	Investigation undertaken and reported to Council.	Engineering team	Progressing	10%	Council have commenced preliminary investigations into an alternative heavy vehicle route for Urana. Funding will be required to undertake the required assessments to determine feasible route options.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.1.8	Implement Footpath Renewal Program: Melbourne & Bayly Street, & Corowa Road, Mulwala. Gitchell, Walker & Whitehead Street, Corowa. Sturt Street, Howlong.	Project	Funded improvements delivered.	\$300,083	Completed	100%	Shared paths at Melbourne & Bayly Street, & Corowa Road, Mulwala. Gitchell, Walker & Whitehead Street, Corowa. Sturt Street, Howlong have all been completed. LRCI funding signage has also been installed at all three sites.
Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.	1.2.1	Implement a Capital Works renewal and improvement program for Aquatic, recreational, and other community facilities.	Program	Capital Works program implemented and where additional grant funding available.	Engineering team	Progressing	25%	The capital works renewal and improvement program for 2024/25 totalled \$2.1 million. At 31 December 2024, 25% of this has been expended.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.2.2	Develop Masterplan for Memorial Park / Cross Street Reserve Howlong.	Project	Masterplan developed.	Carry forward 23/24	Progressing	40%	Works have commenced on the development of the master plan. Community consultation has commenced. Master plan will be completed by May 2025.
	1.2.4	Undertake structural upgrades to the Mulwala Pioneer Museum as funded under the Stronger Country Communities Fund.	Project	Funded improvements delivered.	Grant funded	Progressing	30%	Design of works underway by structural engineer. Tender expected to be released 2nd half of 2024/25.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.2.5	Undertake improvements to paving and lighting for the Corowa Civic Bowls Club as funded under the Stronger Country Communities Fund.	Project	Funded improvements delivered.	Grant funded	Progressing	70%	Works underway.
	1.2.6	Undertake Oaklands Recreation Reserve- Stage 2 project works as funded through the Stronger Country Communities Fund.	Project	Funded improvements delivered.	Grant funded	Not Progressing	0%	Changes to design require redrafting of plans, Project due to commence before the end of 2025.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.2.7	Implement accessibility improvements to Howlong Library, Mulwala Library, and Corowa Artspace as funded under the Stronger Country Communities Fund.	Project	Funded improvements delivered.	Grant funded	Progressing	60%	Works complete include: - Corowa Artspace lighting and painting to improve environment for vision impaired persons and Mulwala Library rear entrance door replaced to assist mobility impaired persons. Contractor engaged to undertake accessibility improvements for Howlong Library, including new ramp and entry door. Works to commence February 2025.
	1.2.8	Renew Morundah Park Public Playground.	Project	Funded improvements delivered.	\$30,000	Progressing	30%	Community consultation to be completed. Draft plan has been prepared. Works completed by June 30, 2025.
	1.2.9	Upgrade MacKnight Park BBQ and Shelter.	Project	Funded improvements delivered.	\$35,000	Completed	100%	Project has been completed.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.2.10	Oaklands Hall, Millthorpe Street and Morundah Recreation Reserve Hall.	Project	Funded improvements delivered.	\$30,000	Progressing	50%	Oaklands Complete. Additional repairs required before painting can be completed at Morundah.
	1.2.11	Solar Installation at Victoria Park Urana.	Project	Funded improvements delivered.	\$20,000	Completed	100%	
	1.2.12	Replace Howlong Public Swimming Pool perimeter fence.	Project	Funded improvements delivered.	\$120,000	Completed	100%	Works complete.
	1.2.13	Replace MacKnight Park public toilet block, Anna Street Urana.	Project	Funded improvements delivered.	\$200,000	Progressing	10%	Quotations received and works to be completed by end of 2025.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.2.14	Upgrade Corowa Skate Park parking and pedestrian access.	Project	Funded improvements delivered.	\$190,000	Progressing	50%	Designs were finalised in December 2024. This included community consultation with relevant stakeholders for the skatepark reserve. Construction works to commence January 20, 2025, and be completed by end February 2025.
	1.2.15	Expansion of Corowa Lawn Cemetery.	Project	Funded improvements delivered.	\$250,000	Progressing	50%	Works have commenced. Project is scheduled for completion by June 30, 2025.
	1.2.16	Upgrade Lowe Square, Howlong electrical supply.	Project	Funded improvements delivered.	\$110,000	Completed	100%	Electrical upgrade works are completed.
Maintain and improve water supply services and systems to meet the needs of residents and industry.	1.3.1	Implement a Capital Works renewal and Improvement program for water services.	Program	Capital Works program implemented.	\$5.6M	Progressing	15%	24/25 Capital Works progressing and will be underspent. Works programs are currently being reviewed in order to set more realistic programs for future years.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.3.3	Implement \$3.8m water infrastructure upgrades for Howlong.	Program	Water infrastructure upgrades implemented.		Progressing	50%	New trunk main works nearing completion.
	1.3.4	Advocate for funding for the renewal of the Mulwala Water Treatment Plant.	Project	Funding opportunities discussed with relevant bodies.	Utilities team	Progressing	10%	Council continues to seek funding sources for the renewal of the Mulwala Water Treatment Plant. Strategic Planning currently underway will provide a solid business case that will enable future advocacy with government.
	1.3.5	Develop long term funding strategy and plan for the renewal of Howlong Water Treatment Plant.	Project	Funding opportunities discussed with relevant bodies.	Utilities team	Not Progressing	0%	No progress to this point. This is not a priority in the LTFP. Allocations have been made in the Long Term Financial Plan for Corowa Sewerage Treatment Plant, Mulwala Water Treatment Plant and trunk service upgrades for Howlong.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.3.6	Develop Integrated Water Cycle Management Plan including service review.	Project	Integrated Water Cycle Management Plan developed.	Utilities team	Progressing	75%	Public Works have been engaged to prepare a Water & Sewer Strategic Plan that will incorporate the Integrated Water Cycle Management Plan. These works have commenced and are scheduled for completion by June 2025.
	1.3.7	Complete 2023/24 Balldale Water project.	Project	Balldale Water project delivered.	Grant funded	Not Progressing	30%	Project delayed due to resourcing constraints. Requires water quality testing to confirm new bore water is suitable for use. There has been no progress in the first half of 2024-2025.
Maintain and improve sewerage services and systems to meet the needs of residents and industry.	1.4.1	Implement a Capital Works renewal and improvement program for sewer services.	Program	Capital Works program implemented.	\$5.9M	Progressing	10%	24/25 Capital Works progressing and will be underspent. Works programs are currently being reviewed in order to set more realistic programs for future years.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.4.2	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment plant.	Project	Funding strategy developed.	Utilities team	Progressing	20%	Project based on original estimates included in Long Term Financial Plan between the 2028/2029 and 2032/33 financial years. Construction will be subject to council obtaining additional grant funding. The current estimate for the project is \$38 million.
	1.4.3	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).	Project	Sewerage systems capacity reviewed.	Utilities team	Progressing	30%	Data collection to inform the capacity review is progressing. Public Works NSW are commencing to build the Mulwala Sewer model.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Maintain and improve stormwater and flood protection systems to meet the needs of residents and industry.	1.5.1	Implement a Capital Works renewal and improvement program for stormwater services.	Program	Capital Works Program implemented.	\$253,000	Progressing	30%	Council was successful in receiving grant funding to complete a Stormwater Servicing plan for all townships within Federation Council. This plan will inform future works plans. 2024-2025 funds have been allocated to switchboard renewals, electrical upgrades and pump replacements. Further works include Bailey Street, Skehans Lane, Enfield Street and Nixon Street outfall improvements. These works are scheduled for completion in the first half of 2025.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.5.2	Develop a Stormwater Drainage Strategy for urban areas.	Program	Stormwater Drainage Strategy developed.	Engineering team	Progressing	60%	Council was successful in receiving grant funding to complete a Stormwater Servicing plan for all townships within Federation Council. The consultant has been engaged and works are progressing. The project is scheduled to be completed by May 2025.
	1.5.3	Develop long term works plan for improving stormwater and flood protection systems and seek funding for implementation.	Project	Long term works plan developed and funding sought.	Engineering team	Progressing	50%	Council was successful in receiving grant funding to complete a Stormwater Servicing plan for all townships within Federation Council. The consultant has been engaged and works are progressing. The project is scheduled to be completed by May 2025. This plan will inform future works plans.
	1.5.4	Finalise Howlong, Corowa and Mulwala Flood Study.	Project	Flood study finalised.	Grant funded	Completed	100%	Corowa, Howlong, Mulwala Flood Study formally adopted by Council in November 2024.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.5.5	Identify improvements to the flood warning system for the villages of Boree Creek, Urana, Morundah and Rand.	Project	Improvements identified.	Carry forward 23/24	Completed	100%	Flood warning system review complete in August 2024 and formally adopted by Council. Program of actions being developed from review.
	1.5.6	Undertake investigations (including a levee structural integrity assessment), concept design and detailed design for flood modification measures for Morundah.	Project	Investigation undertaken; designs prepared.	Carry forward 23/24	Progressing	60%	Draft detailed design is completed. Public exhibition of the final draft design is expected in mid 2025 with the design being finalised soon after.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.5.7	Undertake a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.	Project	Feasibility study undertaken.	Carry forward 23/24	Completed	100%	Study complete and adopted by Council in 2024. Council resolved not to seek funding for the program in 2024/2025.
	1.5.8	Undertake investigations to confirm potential impacts of extending and upgrading the Urana levee and its alignment, and progress to concept and design and detailed design.	Project	Investigation undertaken; designs prepared.	Carry forward 23/24	Progressing	60%	Draft detailed design is completed. Public exhibition of the final draft design is expected in mid 2025 with the design being finalised soon after.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.5.9	Upgrade Floodway signage.	Project	Funded improvements delivered.	\$150,000	Progressing	50%	Replacement signage has been installed in Corowa, Howlong and Mulwala. Still needs to be completed in the northern townships.
	1.5.10	Improve drainage, Enfield & Nixon Street, Corowa.	Project	Funded improvements delivered.	\$180,000	Not Due To Start	0%	Works are scheduled to commence late February 2025.
Advocate for public transport, telecommunications and energy utilities that meet the needs of residents and industry.	1.6.1	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry.	Project	Advocacy undertaken.	GM Office	Progressing	50%	Council including through Local Government NSW, the Australian Local Government Association and the Riverina Murray Joint Organisation (RAMJO) continue to advocate for improved public transport, telecommunications and other utilities.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Improve waste management services.	1.7.1	Actively participate in kerbside collection contract renewal process.	Program	Actions to support Kerbside collection contract renewal process undertaken.	Engineering team	Completed	100%	Kerbside Collection Contract was awarded to Cleanaway at the August 2023 Ordinary Council meeting and commenced on July 1, 2024.
	1.7.2	Finalise the Waste Strategy.	Project	Waste strategy adopted.	Engineering team	Completed	100%	Draft Waste Strategy was exhibited for public consultation in June 2024. Final strategy was adopted by Council at the July 2024 Ordinary Meeting of Council.
	1.7.3	Conduct community education program in advance of introduction of three bin system.	Project	Community education program implemented.	Funded through RAMJO	Completed	100%	The community education program for the introduction of the three bin system in the North of the LGA has been delivered in conjunction with RAMJO partner councils. Educational campaigns will be ongoing as part of Council's partnership with Halve Waste.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	1.7.4	Introduce three bin system for all Waste collection areas under the joint contract.	Project	Three bin system implemented.	\$2.8 M	Completed	100%	Three bin system was introduced as part of Kerbside Collection Contract. The service commenced on July 1, 2024.



Economic Federation

Outcome:

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

Economic Federation

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	0	0	11	0	11
Projects	1	1	15	0	17
Total Programs / Projects	1	1	26	0	28

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

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Work toward achieving higher rates of population and employment growth, especially in youth and young family segments.	2.1.1	Finalise the Federation Council Growth Strategy, ensuring it includes projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	Program	Growth Strategy adopted.	Planning and Development team	Progressing	60%	The Supporting documents are now all funded except for biodiversity study. Works on all associated studies due for completion by December 2025.
	2.1.2	Support the GROWing regions of welcome project.	Project	Facilitate regional projects associated with GROW.	Economic Development team	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Support workforce development.	2.2.1	Participate in RAMJO's local skills shortage working group.	Project	Number of working group meetings attended.	People and Culture team	Progressing	50%	Supporting General Manager's participation in working group as appropriate.
	2.2.3	Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.	Project	Program delivered.	Grant funded	Progressing	95%	One final leadership program to be run under funding in February 2025.
Encourage affordability.	2.3.1	Ensure Growth strategy and other long-term planning advocates for the development of new affordable residential land.	Project	Available residential land identified in LEP.	Planning and Development team	Progressing	70%	Housing strategy is required to be prepared by each Council in NSW and is one of the suite of documents required for the Growth Management Strategy.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Support inward investment.	2.4.1	Support and encourage opportunities for increased public and private sector investment across the council area.	Project	Public and /or private sector investment encouraged.	Whole of organisation	Progressing	10%	Funding applications submitted and letters of support provided to community organisations submitting funding applications.
	2.4.2	Seek public and private sector investment for upgrades to Ball Park Caravan Park.	Program	Path agreed for public and/or private sector investment.	Economic Development team	Progressing	20%	RFQ sent out - awaiting submissions.
	2.4.3	Investigate opportunities to expand Urana Caravan Park.	Project	A report on opportunities to expand is presented to Council.	Facilities team	Progressing	10%	Funding allocated for the plan and Expression of interest to prepare the plan is being drafted.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	2.4.4	Conduct a feasibility study and market approach for operation of Ball Park Caravan Park as a public private partnership under a long-term lease (subject to Minister approval).	Project	Long term solution entered for development and operation of the caravan park.	Carry forward from 2023/24	Progressing	10%	Expression of Interest has been conducted to appoint a specialist to coordinate the market approach.
Support entrepreneurship and industrial diversification.	2.5.1	Progress sale of industrial land in the Howlong Industrial Estate.	Program	Industrial land parcels sold.	Economic Development team	Progressing	50%	50% of land sold.
	2.5.2	Ensure Local Environmental Plan and Growth Strategy considers development of industrial commercial land precincts.	Project	Industrial land identified in LEP.	Planning and Development team	Progressing	40%	Review of landuses being undertaken for the suite of documents that will inform the Growth Management Strategy.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	2.5.3	Develop and Implement Commercial activities on Public Land Policy.	Project	Policy adopted by Council.	Regulatory team	Progressing	20%	Draft policy in progress.
Support a collaborative regional approach to economic development	2.6.1	Progress actions within the Economic Development Strategy.	Project	Revised implementation plan adopted.	Economic Development team	Progressing	10%	
	2.6.2	Support the delivery of the Regional Economic Development Strategy (REDS) implementation.	Project	REDS activities carried out.	Economic Development team	Progressing	10%	

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	2.6.3	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Program	Active membership and participation.	\$26,000	Progressing	50%	Council has maintained its membership with Murray Regional Tourism and Destination Riverina Murray. Council actively participates in regional initiatives and attends tourism forums alongside partner councils.
Support the agricultural industry.	2.7.2	Review the Masterplan for the Corowa Saleyards.	Project	Corowa Saleyards Masterplan updated.	Environment and Facilities team	Progressing	10%	Can commence now Stage 1 has been complete. In progress.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	2.7.3	Increase investment in local road maintenance and renewal.	Program	Increased investment in local roads.	\$1.6M SRV funds	Progressing	50%	Additional investment in local road maintenance and renewal was committed to in the Special Rate Variation process. The SRV-funded local roads program for 2024/25 totalled \$1,568,000.
	2.7.4	Implement Corowa Saleyards Agricultural Precinct new brand, website and marketing program.	Project	Corowa Saleyards Agricultural Precinct brand launched.	Environment and Facilities team	Progressing	85%	New logo/brand design complete. Signage installed at yards. Review of current website content and staff uniforms underway.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	2.7.5	Implement mandatory traceability and electronic identification requirements for sheep at the Corowa Saleyards utilising available funding.	Project	Electronic identification implemented by 1 Jan 2025.	Up to \$550,000 from rebate provided by NSW Government	Completed	100%	EID implementation completed.
	2.7.6	Explore opportunities to expand the use of the redeveloped saleyards site including new building.	Program	Report on opportunities to expand the use of Saleyards presented to Council.	Environment and Facilities team	Progressing	10%	Small steps forward with progressing this initiative. Corowa Business Chamber hosted a networking event at Corowa Saleyards on 2nd October 2024. A flyer has been put together with hire rates and options for use of the new building.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Increase tourism.	2.8.1	Continue to develop and market the electronic newsletter as a means of communicating with tourism stakeholders.	Program	Electronic newsletter distributed.	Tourism team	Progressing	50%	Council continues to develop and market the electronic newsletter as a means of communicating with tourism stakeholders. Two newsletters focused on tourism operators and visitors to the North of the Murray Region are developed and sent once a month.
	2.8.2	Continue implementation of the North of the Murray 5 year Destination Marketing Strategy 2020 - 2024.	Program	Actions implemented.	Tourism team	Progressing	50%	Implementation of the North of the Murray 5 year Destination Marketing Strategy 2020-2024 is progressing as per the deliverables adopted.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	2.8.3	Actively seek opportunities for external funding to support the development of key tourism product.	Program	External funding opportunities identified.	Tourism team	Progressing	50%	Council consistently seeks opportunities for external funding to support the development of key tourism product. Council shares opportunities with its tourism network.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Enhance retail.	2.9.1	Identify priority streetscape improvements as identified in the Pedestrian Access Management Plan (PAMP) and seek funding to implement.	Project	Priorities identified and reported to Council.	Infrastructure team	Progressing	50%	Council Officers have applied for funding through the state Get Active Grants Program for two new shared paths identified in the Pedestrian Access Management Plan (PAMP). One Hawkins Road, Howlong and the other in John Street, Corowa. Part 2 of the application was requesting money to review and update the PAMP.
	2.9.2	Support Initiatives to encourage residents to shop locally.	Program	Initiatives supported.	Economic Development team	Progressing	20%	Support and meet with local business chambers and progress associations

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Support business development.	2.10.1	Conduct service review of Corowa Aerodrome services.	Project	Service review completed.	Operations team	Progressing	80%	Service review of the Corowa Aerodrome has been completed. The report will be presented to councillors at the February 2025 Ordinary Meeting of Council.
	2.10.2	Progress funding strategy for Masterplan for Corowa Aerodrome.	Project	Funding strategy developed for Corowa Aerodrome Masterplan.	Operations team	Not Progressing	0%	A funding strategy will be developed following the completion and adoption of recommendations associated with the Corowa Aerodrome service review.
	2.10.3	Facilitate local business support services in line with Economic Development Strategy.	Program	Support Services facilitated.	Economic Development team	Progressing	10%	



Outcome:

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

Natural Federation

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	1	0	5	0	6
Projects	3	1	4	0	8
Total Programs / Projects	4	1	9	0	14

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

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Provide quality recreational spaces.	3.1.2	Seek funding for implementation of Masterplans for key recreation reserves: Lowe Square Howlong, Lonsdale Reserve Mulwala, John Foord Reserve Corowa and Urana Aquatic centre.	Program	Funding secured for implementation of Masterplans.	Recreation team	Progressing	30%	Council will continue to monitor and apply for relevant funding programs as they become available.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	3.1.3	Finalise Urana Aquatic Centre, Urana Caravan Park, JM Smith Nature Reserve and Victoria Park Masterplans.	Program	Masterplan adopted.	Recreation team	Progressing	15%	Funding allocation prepared and Expression of interest to be sought for the finalisation of the draft plan.
	3.1.4	Finalise John Foord Corowa Reserve Masterplan incorporating impact of flood event and new facilities.	Project	Masterplan reviewed.	Recreation team	Completed	100%	Concept designs completed for a new multipurpose flood proof facility as part of an application for the Growing Regions federal grant program.
	3.1.5	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans.	Project	Progress documented.	Engineering team	Progressing	10%	Some actions have been delivered through the Crown Reserves Infrastructure Funding program. Further actions will be delivered as funding becomes available.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Ensure attractive and vibrant public spaces.	3.2.1	Develop a tree management strategy to respond to changing climate, including development of a tree register for priority recreation reserves.	Program	Tree Management strategy developed.	\$20,000	Progressing	10%	Background investigations currently taking place.
Conserve and utilise public lands.	3.4.1	Continue to maintain Council's nine cemeteries.	Program	Cemeteries maintained.	\$220,756	Progressing	50%	All council's nine cemeteries are maintained according to presentation schedules.
	3.4.2	Finalise generic Crown Land plan of management across Council managed Crown Reserves.	Project	Crown Land Plan of Management adopted.	Economic Development team	Progressing	80%	Draft prepared and feedback provided
	3.4.3	Develop a dog off-leash strategy.	Project	Strategy adopted.	Regulatory team	Progressing	20%	Strategy currently being drafted.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Support responsible land management practices.	3.5.1	Partner with Corowa Landcare Partnership to work together on local environmental protection, natural resource management and sustainable agriculture initiatives.	Program	Agreed activities under MOU carried out.	Recreation team	Progressing	50%	Council continues to work closely with the Corowa and District Landcare delivering outcomes for the community.
Implement consistent and appropriate land use planning strategies	3.6.1	Develop Federation Council Local Environmental Plan after Growth Strategy and Utilities Plan is finalised.	Project	Local Environmental Plan finalised.	Planning and Development team	Not Progressing	0%	Work on the Local Environmental Plan (LEP) will commence when the draft Growth management strategy has been presented to Council.
	3.6.2	Develop Council wide Development Control Plan.	Project	Development Control Plan approved by Council.	Planning and Development team	Not Progressing	0%	This work will be progressed when the Growth Management Strategy is complete.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	3.6.3	Review and update developer contribution plans.	Program	Developer contribution plans updated in accordance with EP&A Regulations.	Planning and Development team	Not Progressing	0%	Contributions plan will be reviewed in line with asset management plans and the water and sewer strategic planning work due to be completed by December 2025. Will continue to utilise existing developer levy plan at this point.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	3.6.4	Update Local Strategic Planning Statement.	Project	Local Strategic Planning Statement updated.	Planning and Development team	Not Progressing	0%	Not required by legislation until 2027. Recommend including in 2025/26 Operational Plan action, as the statement can then be updated in alignment with the outcomes of the Growth Management Strategy and community feedback.
	3.6.5	Update Community Participation Plan in accordance with EP&A Act 1979.	Project	Community Participation Plan updated.	Planning and Development team	Progressing	50%	The update to the community participation plan is part of the communications strategy to be presented to Council in the first half of 2025.



Social Federation

Outcome:

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

Social Federation

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	0	2	30	0	32
Projects	0	1	10	0	11
Total Programs / Projects	0	3	40	0	43

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

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Update and implement the Pedestrian Access and Mobility Plan (PAMP).	Program	Plan updated.	Engineering Services team	Progressing	30%	Council has sought funding through the NSW Government Active grants program to review and update the Pedestrian Access and Mobility Plan (PAMP).
	4.1.2	Support the work of the Ageing Well Committee.	Program	Meetings conducted with Ageing Well Committee.	Community Development team	Progressing	50%	Regular meetings attended, strategy in draft.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.1.3	Renew and implement the actions within the Ageing Well Strategy.	Program	Scheduled actions implemented.	\$5,000 + Whole of Organisation	Progressing	50%	Draft updated and in review.
	4.1.4	Celebrate the contributions of senior residents through the delivery of a Seniors Week initiative.	Project	Event held.	\$7,000 + Community Development team	Progressing	50%	Seniors Expo planned for March 2025.
	4.1.6	Continue to work with local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.	Program	PHN liaison.	Community Development team	Progressing	50%	Regular meetings attended. Advocacy undertaken.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Improve healthcare.	4.2.1	Host interagency meetings with service providers delivering outreach services in the Federation Council area.	Program	Meetings held.	Community Development team	Progressing	50%	Meetings hosted quarterly.
Support young people.	4.3.1	Support the work of the Youth Council.	Program	Meetings held.	Community Development team	Progressing	50%	
	4.3.2	Continue to support the development, maintenance, and roll out of a directory with youth focused and mental health services listed.	Program	Directory updated and circulated.	Community Development team	Progressing	50%	Directory exists with regular updates and embedded in Child, Family and Youth Strategy in preparation.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.3.3	Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.	Project	Youth strategy developed.	Grant funded	Progressing	50%	Draft Strategy prepared by consultants, awaiting finalised implementation plan before adoption.
	4.3.4	Continue to provide sponsorship for Federation Annual Schools Program to provide financial support to local young people towards the cost of learning and activities whilst at school.	Program	Sponsorship provided.	\$1,000	Progressing	50%	Funding is provided annually. Council has had 4 schools access funding so far this FY being Corowa High School and Howlong, Mulwala and St Mary's Primary Schools.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.3.5	Upgrade Corowa Primary School car park.	Project	Funded improvements delivered.	\$60,000	Progressing	50%	Works commenced in January 2025 with completion scheduled before the start of the 2025 school year.
	4.3.6	Install LED traffic warning signs at Purtle Park Mulwala.	Project	Funded improvements delivered.	\$45,000	Progressing	20%	Council officers have looked at increasing the size of the existing LED traffic warning signs or implementing other traffic calming or slowing infrastructure.
Support access to quality education.	4.4.1	Advocate for the preservation of schools in rural communities.	Program	Advocacy undertaken.	GM Office	Progressing	50%	Council has not had to advocate in this area for some time and schools have remained open although some have declining enrolment numbers.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the work of the Primary Prevention Team.	Program	Funded activities implemented.	\$6,573	Progressing	50%	Regular meetings held.
	4.5.2	Continue to seek funding through LDAT and CDAT programs to deliver actions from the Federation Primary Prevention Action Plan.	Program	Auspice provided.	\$10,000	Progressing	50%	
Provide sport and recreational opportunities.	4.6.1	Continue to maintain over 148 sporting grounds, parks and recreation areas across the Council area.	Program	Existing sporting grounds, parks and recreation areas maintained.	\$1,720,480	Progressing	50%	Maintenance of ovals, parks and open spaces continue to align with presentation schedules.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.6.2	Continue to maintain and operate swimming pools in Corowa, Howlong, Oaklands and Urana.	Program	Four aquatic centres operated.	\$1,453,998	Progressing	75%	Operations continuing and programmed for the remainder of the financial year.
	4.6.3	Continue to maintain skateparks in Howlong and Corowa.	Program	Three skateparks maintained.	Parks and Garden team	Progressing	50%	Council continues to maintain these skateparks are inspected and maintained weekly.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.6.4	Seek grant funding for community-led sport and recreational projects where consistent with Masterplans.	Program	Funding applications submitted.	Community and Economic Development team	Progressing	50%	Grants sought and applied for as available. Application submitted to Growing Regions Program for funding for Corowa's John Foord Oval Clubrooms and Pavilion Redevelopment. Advised unsuccessful 14 Jan 2025.
Support childcare and family services.	4.7.1	Support awareness and access to the Family and Children's Services Directory.	Program	Directory awareness activities conducted.	Community Development team	Progressing	50%	
	4.7.2	Deliver the mobile preschool service.	Program	Service provided.	\$380,000	Progressing	50%	Service successfully delivered in northern townships.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.7.3	Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.	Program	Contributions provided.	\$9,000	Completed	100%	Contributions paid.
	4.7.4	Ensure long term plans enable child care services to support Mulwala and other communities.	Program	Plans recognise local child care needs.	Development and Environmental Services team	Progressing	50%	The current Corowa and Urana Local Environmental Plans have flexibility in the landuse tables to permit childcare facilities in appropriate zones and State Environmental Planning Policy (Transport and Infrastructure) 2021 provide controls for the state for early education and care facilities.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Encourage community pride and spirit.	4.8.3	Continue to promote and encourage use of the free online community directory.	Program	Online community directory promoted.	Community Development team	Progressing	50%	
	4.8.4	Develop and implement a management framework to support the valued work of volunteers.	Project	Framework developed.	People and Culture team	Progressing	25%	This is an ongoing process requiring a number of project facets to be advanced simultaneously, e.g., volunteer identification, Terms of Reference, volunteer training, etc. within the level of available resource.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Ensure community safety.	4.9.1	Continue the delivery of the Road Safety Program.	Program	Annual Program implemented.	\$48,941	Progressing	50%	The Road Safety Officer continues to actively assist, review and implement Road safety activities. The Local Traffic Committee meets quarterly to discuss local traffic items and road safety issues.
	4.9.3	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.	Program	Matters responded to within Customer Service Charter timeframes.	Regulatory team	Progressing	50%	Ongoing services provided.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.9.4	Implement the actions in the Companion Animal Management Plan.	Program	Plan implemented.	Regulatory team	Completed	100%	Actions of current plan implemented. Plan has been reviewed and updated plan being presented to Council and the public in first quarter of 2025.
	4.9.7	Pedestrian safety and mobility improvements at Sanger Street, Corowa.	Project	Funded improvements delivered.	\$60,000	Progressing	20%	Consultation and design works commenced.
	4.9.8	Pedestrian safety improvements at Railway Street, Balldale.	Project	Funded improvements delivered.	\$65,000	Progressing	30%	Design works are underway in consultation with Balldale Community Group. Works expected to commence in March-April 2025.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Celebrate the area's rich culture and heritage.	4.10.1	Develop and Implement a Reconciliation Action Plan (RAP) for the Federation Council area.	Project	RAP developed.	Community Development team	Progressing	80%	Draft submitted and feedback received, further draft submitted to Reconciliation Australia, November 2024.
	4.10.2	Deliver actions from the Arts & Culture Strategy.	Program	Scheduled actions implemented.	\$5,000	Progressing	50%	
	4.10.3	Continue to progress Council's friendship agreement with Miki City.	Program	Visit hosted.	\$5,000	Progressing	50%	Delegation sent to Miki in September 2024, in consultation with Miki regarding their delegation to Federation 2025.
	4.10.4	Continue to support the Federation Museum.	Program	Plans recognise opportunity for development of Federation Museum.	Community and Economic Development team	Progressing	50%	Further consideration to be given to future options.
	4.10.5	Maintain membership of a regional arts body.	Project	Membership maintained.	\$14,600	Progressing	50%	

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	4.10.6	Corowa Well Conservation and Interpretive Facility - Ball Park.	Project	Funded improvements delivered.	\$335,000	Progressing	30%	Design finalised, tenders awarded for structural and footings. Works to commence in February 2025.
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Program	Scheduled actions implemented.	\$5,000	Progressing	50%	Regular meetings with internal stakeholders and actions tracked.
	4.11.2	Continue mandatory Pensioner Concession Scheme.	Program	Pensioner concession provided.	\$635,000	Progressing	75%	Pensioner Concession has been applied to Rates and the first Water & Sewer bills.
	4.11.4	Review the Hardship Policy to be more responsive and practical.	Project	Revised Hardship Policy adopted by Council.	Finance team	Completed	100%	New hardship policy adopted by Council at August 2024 Council meeting.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Provide library services and programs accessible to all residents and visitors.	4.12.1	Provide static library service in Corowa, Howlong and Mulwala, and mobile library service in Boree Creek, Oaklands, Rand and Urana.	Program	Library services provided.	\$726,000	Progressing	50%	
	4.12.2	Encourage Library membership by promoting the range of services available.	Program	Library membership promoted.	Library services team	Progressing	50%	
	4.12.3	Deliver school holiday programs across the Federation Council area.	Program	Program delivered.	Library services team	Progressing	50%	
	4.12.4	Provide a free delivery service to housebound library patrons.	Program	Service provided.	Library services team	Progressing	50%	



Well-Governed Federation

	Not Progressing	Completed	Progressing	Not Due to Start	Total
Programs	1	4	25	1	31
Projects	4	0	11	1	16
Total Programs / Projects	5	4	36	2	47

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

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.2	Implement Temporary Special Rate Variation investing in road maintenance and renewal, and to support the financial sustainability of council.	Project	Approved Temporary SRV implemented in 2023/24 and 2024/25.	Corporate services team and Financial services team	Progressing	50%	In June 2023 IPART approved a Temporary Special Variation for 2023/24 and 2024/25 (referred to as SV2023-24). The approved temporary 19% general rate increase was applied effective 1 July 2023 and 17% applied effective 1 July 2024. These funds were committed to a program of expenditure to maintain and renew

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								assets (particularly roads) and to support Council's ongoing financial sustainability. At 31 Dec 2024, this program of works is well advanced.
	5.1.3	Undertake annual reporting of expenditure relating to the approved Special Rate Variation.	Program	Report on expenditure in annual report.	Financial services team	Completed	100%	Annual reporting in line with the IPART decision included in the 2023/24 Annual Report (published in November 2024). Next reporting due in the 2024/25 Annual Report.
	5.1.4	Engage with the community when setting annual fees and charges.	Program	Community engagement strategy implemented.	Communications and Financial services team	Progressing	50%	Preparation for annual fees and charges engagement is underway. Engagement is expected to be undertaken in conjunction with other Integrated Planning and Reporting framework

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								engagement in May 2025.
	5.1.5	Progress SV Application 25/26 to support the financial sustainability of Council.	Project	SV Application for 2025/26 submitted.	Whole of organisation	Progressing	80%	Draft SRV application prepared for January 2025 Council meeting. Supporting documentation well advanced in readiness for application submission.
	5.1.6	Review water and sewerage service pricing to meet sound pricing and prudent financial management principles.	Project	Water and sewerage pricing renewed.	Public works contract	Progressing	0%	Water and sewerage service pricing will be reviewed as part of the Strategic Planning project currently being completed by Public Works NSW. This project is due for completion by the end of the 2024/2025 financial year. The pricing review component is then more likely to be finalised in 2025/26.
	5.1.7	Progress review of	Project	Report on pricing review	Finance team	Not Progressing	0%	Limited progress made due to

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
		pricing to send better price signals.		presented to Council.				prioritisation of critical work relating to preparing the SRV application and meeting IP&R requirements. This will be further progressed in 2025/26.
	5.1.8	Review of existing rating categories to ensure equitable collection of income.	Project	Review completed.	Finance team	Not Progressing	0%	No progress made due to prioritisation of critical work relating to preparing the SRV application and meeting IP&R requirements. This will be further progressed in 2025/26.
Work toward the equitable servicing of all areas.	5.2.1	Ensure Service Reviews include assessment of service levels across Council area and consideration of cross	Program	Three service reviews completed demonstrating assessment.	Whole of organisation	Progressing	50%	Service reviews completed of Corowa Aquatic Centre and Service NSW. As regional facilities these service the entire Council area. Service reviews underway of Planning and Development,

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
		Council and border issues.						Corowa Aerodrome, Water, Sewer and Community Engagement services.
Ensure good governance and administration.	5.3.1	Review delegations from Council to the Mayor and General Manager.	Project	Delegations reviewed by Council.	Governance team	Not Due To Start	0%	The review of delegations will be finalised within the 12-month legislative timeframe.
	5.3.2	Review delegations from General Manager to staff.	Program	Delegations reviewed.	Governance team	Progressing	25%	A review of delegations of authority from the General Manager to staff has begun. Meetings are scheduled for January to improve the delegation review process and the reporting system. The review of all delegations will be finalised within the 12-month legislative timeframe.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	5.3.3	Review Delegations from Council to Committee's.	Program	Delegations reviewed by Council.	\$10,000	Progressing	25%	This is an ongoing process, connected to other delegation reviews and processes.
	5.3.4	Review Council Policy Framework.	Program	Framework review completed.	Governance team	Progressing	35%	Work has begun on improving the version control process for policy documentation, including improved tracking of policy versions and status. The current policy framework has been reviewed. Further updates to the framework will be implemented in late 2025.
	5.3.5	Review Open Access records.	Program	Agency Information Guide updated.	Governance team	Not Due To Start	0%	Open Access records will be reviewed in the second quarter of the year and Agency Information Guide updated based on review.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	5.3.6	Review Privacy Management Plan.	Program	Privacy Management Plan adopted by Council.	Governance team	Progressing	20%	Further development of the plan will occur in late 2025 due to governance resources being prioritised to meeting IP&R requirements.
	5.3.7	Review of Delivery Program/ Operational Plan	Program	Delivery Program adopted.	Whole of organisation	Progressing	50%	A revised Delivery Program was adopted in principle at the November 2024 meeting of Council. Public exhibition followed, closing 24 December 2024. Submissions considered at the Jan 2025 meeting of Council.
	5.3.8	Prepare Annual Report.	Program	Annual Report published.	Whole of organisation	Completed	100%	2023/24 Annual Report presented to the November 2024 meeting of Council and published on the website.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	5.3.9	Review of Community Strategic Plan for new Council.	Project	Community Strategic Plan reviewed.	Whole of organisation	Progressing	25%	Community engagement activities were conducted during the last quarter of 2024 to gather input from residents. Work has commenced on updating the Community Strategic Plan and the Delivery Program. The revised Community Strategic Plan will be presented to Council for consideration at the March 2025 Council Meeting.
	5.3.10	Develop Delivery Program for new Council.	Program	Delivery Program adopted.	Whole of organisation	Progressing	25%	Community engagement activities were conducted during the last quarter of 2024 to gather input from residents. Work has commenced on updating the Community Strategic Plan and the Delivery

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								Program. Leadership and Councillor workshops are scheduled for February to further refine the Delivery Program and develop the Operational Plan. The draft Delivery Program and Operational Plan will be presented to Council for consideration at the Council Meeting on 29 April 2025.
	5.3.11	Develop Councillor Professional Development program.	Project	Councillor Professional Development Program developed.	\$60,000	Progressing	15%	Initial inductions for Councillors commenced in October 2024. Facilitator is returning in early 2025 to develop the Councillor Professional Development Program including finalising individual

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								Councillor training plans.
	5.3.12	Introduce framework for managing council's obligations under the Modern Slavery Act 2018.	Project	Framework developed.	Corporate service team	Progressing	15%	There has been limited progress on the framework due to the need for Council officer focus on other priority initiatives. This work will be progressed in 2025/26.
	5.3.13	Standardise Practices to meet Child Safe Standards.	Program	Policy adopted by council.	Corporate services team	Progressing	10%	There has been limited progress on the framework due to the need for Council officer focus on other priority initiatives. This work will be progressed in 2025/26.
	5.3.14	Progress recommendations from Independent Review following Council adoption of	Program	Recommendations implemented.	Whole of organisation	Progressing	10%	Refer to quarterly status report in the agenda for the Feb 2025 Council meeting.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
		recommended actions.						
Ensure extensive communication and consultation with residents.	5.4.1	Develop Community Engagement Strategy in accordance with legislation.	Program	Community Engagement Strategy adopted by Council.	Carry over 23/24	Progressing	50%	The Community Engagement Strategy is currently under development and is expected to be presented to Council in April 2025. Council has completed the community engagement phase and received valuable feedback from residents. A priority action plan is now being developed to support the implementation of the strategy once adopted. This plan will outline key initiatives and timelines for engaging with the community on important issues and projects.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	5.4.2	Implement Community Engagement Strategy.	Program	Community engagement conducted in accordance with adopted strategy.	Communications team	Not Progressing	0%	Once adopted, the Community Engagement Strategy (action 5.4.1) will be implemented from 2025/26 onwards.
	5.4.3	Implement internal Communication & Engagement Strategy.	Project	Internal communication strategy adopted.	Communications team	Progressing	20%	Council is currently in the process of gathering information to ensure the strategy aligns with our organizational goals and values. Progress has been limited to this point to allow the priority to be on the extensive engagement work for the Special Rate Variation and the Community Strategic Plan and Delivery Operational Plan development. Once the External Community Engagement Strategy is finalised, the

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								Internal Strategy will be advanced.
Ensure quality customer service.	5.5.1	Review the Customer Service Charter and implement associated actions to improve the customer experience.	Project	Updated Customer Service Charter adopted by Council.	Corporate services team	Progressing	50%	An internal review of the Customer Service Charter has been undertaken. This will be presented to Council in early 2025.
	5.5.2	Maintain a user friendly customer request system.	Program	Customer request system.	Customer services team	Progressing	50%	Ongoing
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Implement a program of service reviews that demonstrates the commitment to continuous improvement and	Program	Specific service reviews TBC.	Whole of organisation	Progressing	50%	Service reviews completed of Corowa Aquatic Centre and Service NSW. As regional facilities these service the entire Council area. Service reviews underway of Planning and Development, Corowa Aerodrome,

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
		stakeholder engagement.						Water, Sewer, and the Communication and Engagement services. The full program for 25/26 and beyond will be adopted as required in the Delivery Program Operational Plan effective from 1 July 2025.
	5.6.2	Implement Workforce Management Plan.	Program	Scheduled actions implemented.	People and Culture team	Progressing	50%	Progress made in refining attraction and recruitment processes; embedding wellbeing programs (e.g., Summer Wellbeing Swimming Program); significant work done in advancing WHS practices and awareness; and, planning for implementation StateCover Health & Wellbeing Survey in 2025.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	5.6.3	Implement Long Term Financial Plan and associated strategies.	Program	Scheduled actions implemented.	Financial services team	Progressing	50%	Implementation of Council's LTFP is progressing as planned. The financial performance of the organisation for the year ended 30 June 2024 has tracked as planned through the year with improvement in Council's financial sustainability ratios reported. Recommendations from the independent report by the University of Newcastle continue to be implemented. Community discussions regarding the need for a significant Special Rate Variation to support Council's financial sustainability have continued, with sessions held with the

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								University of Newcastle in July and August 2024. Further progress has been made on preparing the SRV application for submission to IPART in February 2025.
	5.6.4	Implement new Audit and Risk Management Framework components as legislated.	Program	Legislated components implemented.	Governance team	Progressing	40%	<p>New legislative requirements effective 1 July 2024. Assessment has been undertaken against the requirements and an action plan developed to implement changes where required. Two new independent ARIC members commence January 2025. ARIC terms of reference have been amended to remove voting rights of Council delegate.</p> <p>Some of the changes</p>

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								required will be progressed in 2025/26 due to the need to prioritise critical work relating to preparing the SRV application and meeting IP&R requirements.
	5.6.5	Develop Internal Audit Charter.	Project	Internal Audit Charter Adopted by Council.	Audit Risk and Improvement Committee and Governance team	Not Progressing	0%	This will be progressed in the first half of 2025.
	5.6.6	Develop and maintain Strategic Risk Register.	Program	Strategic Risk Register presented to Council.	Corporate services team	Progressing	45%	Draft Strategic Risk Register under review with further work required.
	5.6.7	Conduct Annual Insurance renewals.	Program	Insurance renewed.	\$910,000	Completed	100%	Completed as required.
	5.6.8	Develop Climate change adaptation plan.	Project	Climate change action plan adopted by Council.	Whole of organisation	Not Progressing	0%	No further progress on this item. Further consider if this is still a priority by Council, and if so, resourcing

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								this will be required in the 25/26 and beyond Delivery Program.
	5.6.9	Engage with the Roads Advisory Committee in relation to strategic road plans.	Program	Meetings conducted with roads advisory committee.	Engineering Services team	Progressing	10%	Roads Advisory Committee will be re-established following a comprehensive road condition assessment and review of the Strategic Asset Management Plan and State of Our Council Infrastructure Assets reports. A re-establishment meeting will be scheduled in the second half of 2025 following completion of the condition assessment work.
	5.6.10	Implement a planned program to deliver and communicate productivity	Project	Strategies communicated to the community.	Corporate services team and Communications team	Progressing	50%	Significant work has progressed on identifying and implementing productivity improvement and

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
		improvements and cost containment strategies.						cost containment strategies across Council operations. Savings across the organisation being achieved from lower borrowing interest rates, reduced travel, more favourable electricity pricing with power purchasing agreements, implementation of software to improve productivity and trialling different methods of scheduling work. Detail of savings totalling \$823,489 were reported to the August 2024 Council meeting and included in the 2023/24 Annual Report which was presented to Council in November 2024.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
	5.6.11	Develop and implement Cyber Security Framework.	Program	Framework developed and implemented.	Information Technology team	Progressing	90%	Framework complete, undergoing final review.
	5.6.12	Implement enhancements to Council information and operational technology networks.	Program	Enhancements implemented.	Information Technology team	Progressing	50%	
	5.6.14	Implement a project management framework that results in more effective solutions and better community outcomes.	Project	Framework implemented.	Carry forward of 2023/24	Progressing	10%	Development of a project management framework has commenced. This work is being undertaken by in-house resources and includes the implementation of project management software. It is anticipated this work will be completed by the end of 2025.

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
Provide effective asset management.	5.7.1	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Program	Asset Management Improvement Plan implementation reported to Council.	Engineering services team	Progressing	20%	Improvement plan has been developed and actions will begin to be rolled out. Refresh of the Strategic Asset Management Plan has been completed.
	5.7.2	Develop and Implement Strategic Asset Management Plan.	Program	Strategic Asset Management Plan updated and adopted by Council.	Engineering services team	Completed	100%	The Strategic Asset Management Plan has been reviewed and updated. The plan was tabled at the January 2025 Ordinary Meeting of council and adopted.
	5.7.3	Undertake a condition assessment of Council local roads.	Project	Assessment undertaken.	Carry forward from 2023/24	Progressing	10%	A contract was awarded at the November 2024 Ordinary Meeting of Council to consultants who will be undertaking an extensive condition assessment of council's road network. The work is

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								due to be completed by June 30, 2025.
Ensure appropriate emergency management.	5.8.1	Coordinate the Local Emergency Management Committee.	Program	Local Emergency Management Committee meets legislative requirements.	Engineering services team	Progressing	50%	Local Emergency Management Committee met on a scheduled basis. The LEMC's of Federation Council and Berrigan Council have combined meetings to provide a more efficient and effective meeting process. Council's Director of Engineering is the Local Emergency Management Officer.
	5.8.2	Review the local Emergency Management Plan.	Program	Local Emergency Management Plan reviewed and adopted.	Engineering services team	Progressing	95%	The Local Emergency Management Plan review is in conjunction with Berrigan Shire Council is progressing. The document is currently out for comment with all agencies. It is anticipated it will be adopted at the first Local Emergency

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								Management Committee meeting of 2025.
	5.8.3	Provide After Hours Emergency Response.	Program	After Hours Emergency Response provided.	Engineering services team	Progressing	50%	The outdoor operations team continues to provide effective after-hours emergency response.
	5.8.4	Undertake flood repair and recovery activities as funded under government disaster funding arrangements and proceeds from insurance.	Program	Flood repair and recovery activities undertaken.	Financial impact of flood event still under assessment	Progressing	40%	Works finalised includes: Ball Park Caravan Park - rental units restored for storage only, new commercial dryer installed, camp kitchen repaired/restored Corowa Lagoon - retaining wall repaired. Corowa Rowers Park - contractor has been engaged to repair fishing platform - works underway. Howlong Apex Park - new pit and pump out system installed at public toilets to

4 Year Delivery Goal	Action Code	Action Name	Classification	Operational Measure	Budget	Status	Progress	Comments
								repair damaged septic trenches Howlong Memorial Park - temporary toilets commissioned. Contractor has been engaged to build new toilet block - works underway. Request for quote to be released shortly for repair of retaining wall.