

# THIS IS FUTURE FEDERATION

## Progress Report January - June 2024

Delivery Program | **2022-2026**

Operational Plan | **2023-2024**

Annual Budget | **2023-2024**



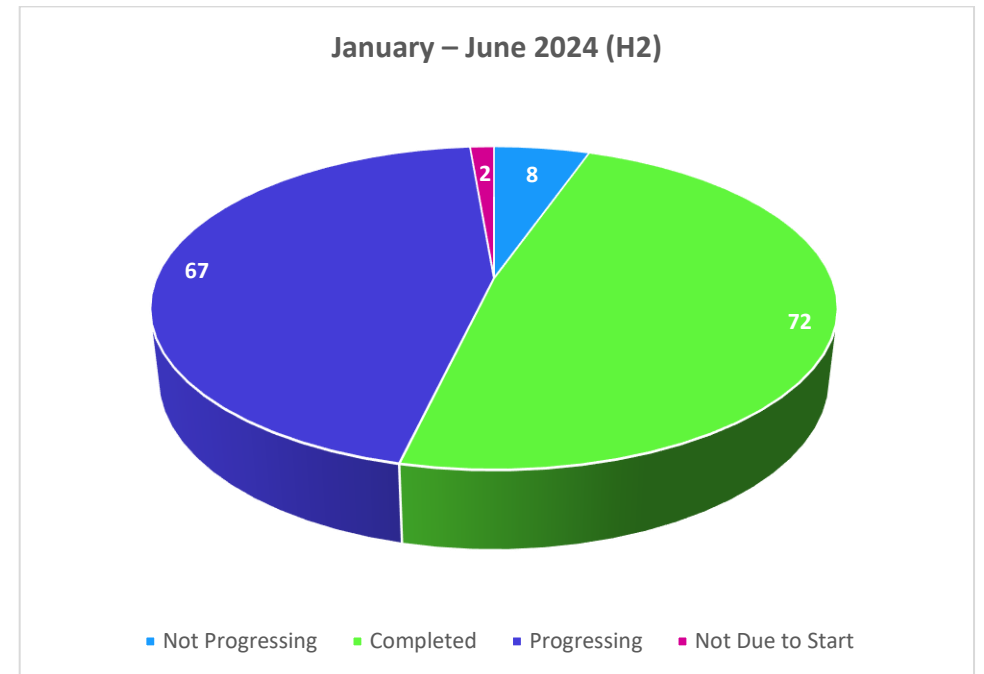
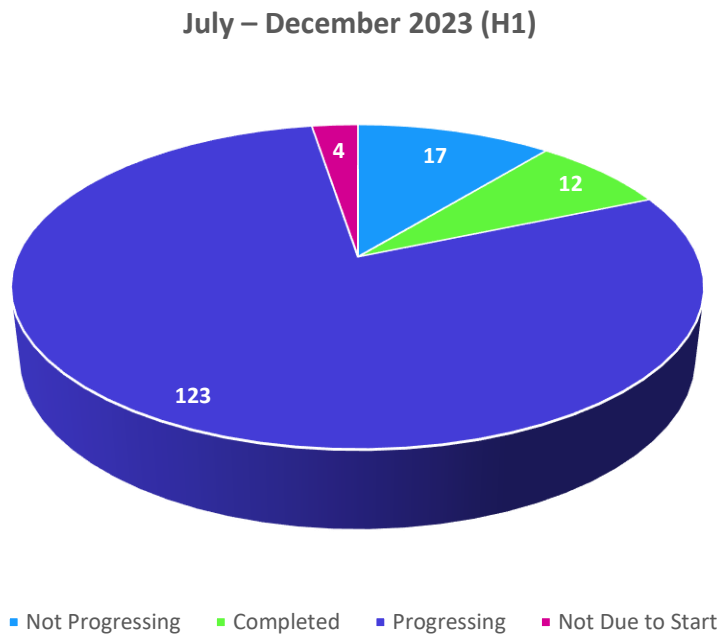
## Operational Plan 2023 - 2024

The 2023 - 2024 Operational Plan covers the period from 1 July 2023 to 30 June 2024 and is part of the 2022-2026 Delivery Program.

This is the second six-monthly report for the period 1 July 2023 to 30 June 2024. The purpose of this report is to provide:

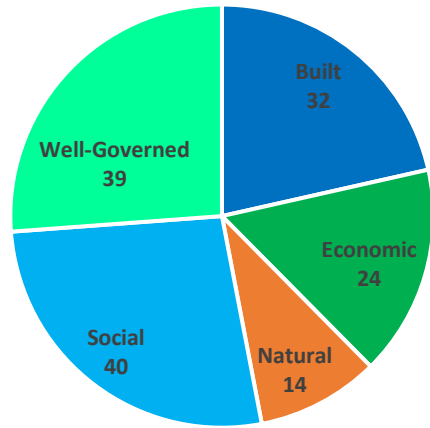
- An update on the progress and achievements related to the actions for the full period - 1 July 2023 to 30 June 2024.
- Detailed progress for the period - 1 January to 30 June 2024.

### July 2023 - June 2024 (H1 & H2) Performance:



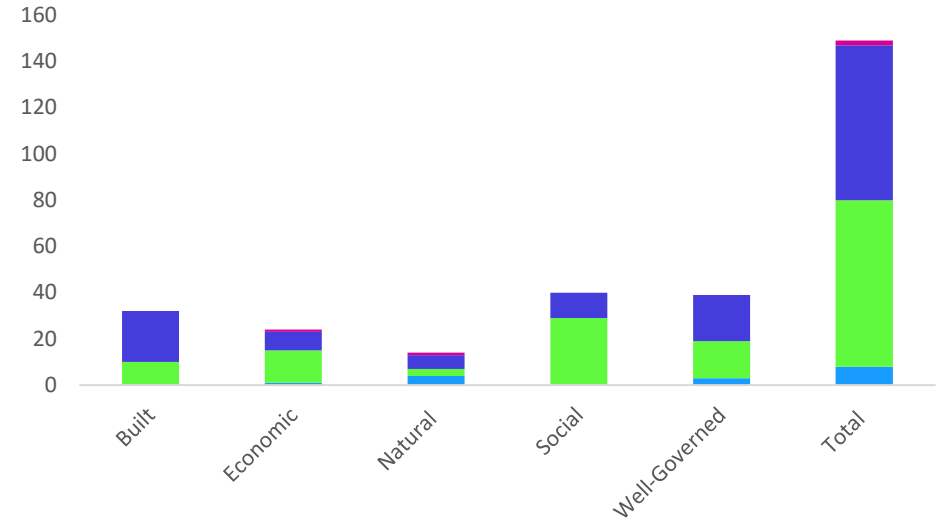
January - June 2024 (H2) Performance:

H2 Pillar Totals



■ Built ■ Economic ■ Natural ■ Social ■ Well-Governed

H2: Status of Actions by Pillar



■ Not Progressing ■ Completed ■ Progressing ■ Not Due to Start

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

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

37% of actions are progressing below the 50%. However, 60% of these actions have made progress and will continue into the 2024/25 period (1 July 2024 – 30 June 2025). The remaining 40% have seen limited progress, but each action is expected to advance in the upcoming period. Some of the actions that have had limited progress include:

#### **Built Federation**

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

#### **Economic Federation**

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

#### **Natural Federation**

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

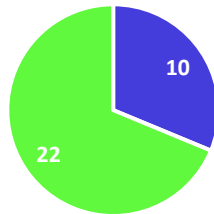
#### **Well-Governed Federation**

- Review of the Council Policy Framework.

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

## Key outcomes delivered during 1 January – 30 June 2024:

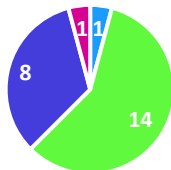
### Built Federation



■ Completed ■ Progressing ■ Not Due to Start

- Undertook a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.
- Conducted a community education program in advance of introducing the three-bin system.
- Finalised the Federation Council Waste Strategy.
- Completed the funding strategy to ensure long term planning for the construction of the new Corowa Sewerage Treatment plant.
- Advocated for funding for the renewal of the Mulwala Water Treatment Plant and for improved public transport, telecommunications, and other utilities that meet the needs of residents and Industry.
- Lobbied NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong and for an accelerated design program for the construction of the new Lake Mulwala Bridge.

### Economic Federation

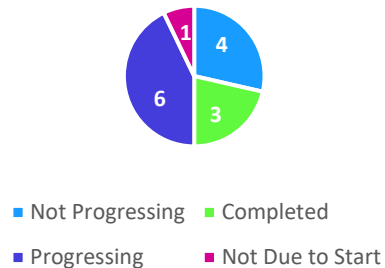


■ Not Progressing ■ Completed  
■ Progressing ■ Not Due to Start

- Progressed the sale of industrial land in the Howlong Industrial Estate.
- Completed Stage 1 of the masterplan for the Corowa Saleyards completed.
- Increased investment in the local road maintenance and renewal as funded with the temporary Special Rate Variation funds.
- Ongoing implementation of the North of the Murray 5-year Destination Marketing Strategy 2020 – 2024.
- Cultivated opportunities for increased public and private sector investment across the council area.
- Proactively sought external funding opportunities to support the development of key tourism product.
- Facilitated local business support services in line with Economic Development Strategy.

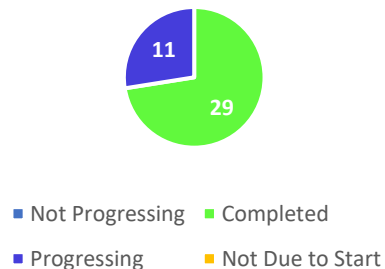
## Key outcomes delivered during 1 January – 30 June 2024:

### Natural Federation



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

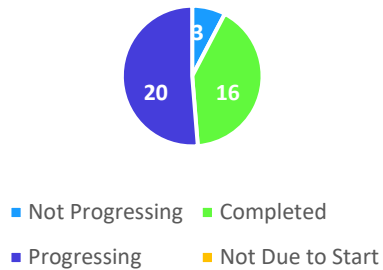
### Social Federation



- Supported the work of the Ageing Well Committee and celebrated the contributions of senior residents through Seniors Week initiative.
- Implemented additional Pensioner Concession Scheme.
- Sponsored Federation Annual Schools Program to provide financial support to local young people for learning and activities whilst at school and advocated for the preservation of schools in rural communities.
- Delivered the school holiday programs across the Federation Council area and the mobile preschool service across the northern area of the LGA.
- Supported the work of the Primary Prevention Team and the work of the Youth Council.
- Implemented the Road Safety Program and the Companion Animal Management Plan.
- Provided:
  - static library service in Corowa, Howlong and Mulwala
  - mobile library service in Boree Creek, Oaklands, Rand and Urana
  - a free delivery service to housebound library patrons.

## Key outcomes delivered during 1 January – 30 June 2024:

### Well-Governed Federation



- Progressed the Special Rate Variation application for 2023/24 to invest in road maintenance and renewal, and to support the financial sustainability of council.
- Maintained Council’s online presence via digital channels and a user-friendly customer request system.
- Implemented the Long-Term Financial Plan and associated strategies.
- Implemented enhancements to Council information and operational technology networks.
- Undertook a peer reviewed business case study on the financial sustainability of Federation Council and the advantages/disadvantages of amalgamation.
- Implemented a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement.

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





**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	7	16	0	23
Projects	0	3	6	0	9
<b>Total Programs / Projects</b>	<b>0</b>	<b>10</b>	<b>22</b>	<b>0</b>	<b>32</b>

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

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

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	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.	Asset Management Plan for roads, bridges and footpaths adopted.	Progressing	10%	Asset Management Coordinator role has been filled. This will enable a review of the Strategic Asset Management Plan to be undertaken that will then cascade into the development of specific asset management plans for roads, footpaths and bridges.
	1.1.3	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle and	Road hierarchy and asset management strategies adopted.	Progressing	50%	Road hierarchy adopted in 2022 Transport Asset Management Plan. Requires review of asset registers, treatment and renewal strategies, asset lives and user priorities.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
		pedestrian infrastructure.				
	1.1.4	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.	Capital Works program implemented.	Progressing	65%	The capital works renewal and improvement program for 2023/24 totaled \$16.3 million. At 30 June 2024, 66% of this has been expended or committed.
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.	Capital Works program implemented where additional grant funding available.	Progressing	75%	The capital works renewal and improvement program for 2023/24 totaled \$2.0 million. At 30 June 2024, 76% of this has been expended.
	1.2.2	Develop Masterplan for Memorial Park/ Cross Street Reserve Howlong.	Masterplan developed.	Progressing	50%	A contractor has been engaged to prepare the master plan for Memorial Park and Cross Street reserve.
	1.2.3	Implement Urana Caravan Park improvements as funded under the Stronger Country Communities Fund.	Funded improvements delivered.	Completed (H1)	100%	Programed works to the park completed prior to peak holiday period.
	1.2.4	Undertake structural upgrades to the Mulwala Pioneer Museum as funded under the Stronger	Funded improvements delivered.	Progressing	20%	Assessments have been made of the building and still waiting drawings so we can progress for quotes.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
		Country Communities Fund.				
	1.2.5	Undertake improvements to pavement and lighting for the Corowa Civic Bowls Club as funded under the Stronger Country Communities Fund.	Funded improvements delivered.	Progressing	50%	Lighting upgrades finalised. Pavement stabilisation partially complete.
	1.2.6	Undertake Oaklands Recreation Reserve-Stage 2 project works as funded through the Stronger Country Communities Fund.	Funded improvements delivered.	Progressing	25%	The Oaklands Reserve 355 committee secured funding for this project. Plans have been submitted for council approval.
	1.2.7	Implement accessibility improvements to Howlong Library, Mulwala Library, and Corowa art space as funded under the Stronger Country Communities Fund.	Funded improvements delivered.	Progressing	50%	Corowa Artspace accessibility improvements complete.  Howlong Library in planning phase with structural engineer drafting plans and drawings for required upgrades.  Mulwala Library new rear accessibility door ordered and waiting for installation.
Maintain and improve water	1.3.1	Implement a Capital Works renewal and	Capital Works program implemented.	Progressing	45%	Public works have been engaged to assist in the

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
supply services and systems to meet the needs of residents and industry.		Improvement program for water services.				<p>management and delivery of our water supply capital works programs for 2023-24 &amp; 2024-25.</p> <p>A sample of projects includes,</p> <ul style="list-style-type: none"> <li>• Filter refurbishment at Corowa has started and is 50% complete.</li> <li>• Design &amp; construction documentation for Mulwala WTP sedimentation tank repair, filtered water outlet valve renewals, control board renewal and corrosion protection for Mulwala reservoirs.</li> <li>• Design &amp; construction documentation for PLC upgrade at Corowa WTP.</li> </ul>
	1.3.2	Develop water systems capacity review (Corowa, Howlong and Mulwala).		Progressing	95%	<p>Howlong sewer servicing strategy being completed by GHD and is 65% complete.</p> <p>Mulwala and Corowa are currently being surveyed and mapped by Public Works NSW. This will lead into modelling and a</p>

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						servicing strategy being competed that will be presented to Council for endorsement.
	1.3.3	Implement \$3.8m water infrastructure upgrades for Howlong.	Water infrastructure upgrades completed.	Progressing	90%	<p>The water main between the Howlong Water Filtration Plant and the trunk water main along Townsend Street is complete, with out of scope works to tie the new infrastructure in with the existing being delivered as a variation to the project.</p> <p>Options assessment and feasibility study to be completed on Howlong water storage reservoir options.</p>
	1.3.4	Advocate for funding for the renewal of the Mulwala Water Treatment Plant.	Funding opportunities discussed with relevant bodies.	Completed	100%	A funding application has been made to the National Water Grid Fund 2024 - Round 2 for the development of a business case, scoping study and detailed design for a new water treatment plant for Mulwala.
	1.3.6	Develop Integrated Water Cycle	Integrated Water Cycle Management Plan developed.	Progressing	70%	Public Works have been engaged to prepare a Water

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
		Management Plan including service review.				& Sewer Strategic Plan that will incorporate the Integrated Water Cycle Management Plan. These works have commenced and are scheduled for completion by December 2024.
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.	Capital Works program implemented.	Progressing	35%	Public works have been engaged to assist in the management and delivery of our sewerage treatment capital works programs for 2023-24 & 2024-25.  Sewer vent stack mapping and condition assessment has been completed. Sewer survey and mapping is currently underway, building fit out and improvement works have been completed at Oaklands and Urana STP's.  Future works include sewer main renewals, infiltration testing and relining of problematic sewer mains.
	1.4.2	Complete funding strategy and ensure	Funding strategy completed.	Completed	100%	Project included in Long Term Financial Plan.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
		long term planning includes construction of a new Corowa Sewerage Treatment plant.				Construction will be subject to grant funding.
	1.4.3	Develop sewerage systems capacity review (Corowa, Howlong and Mulwala).	Sewerage systems capacity reviewed.	Progressing	30%	<p>GHD have progressed the Howlong modelling and we have received the calibration and system performance report, this will feed into the master plan they're developing.</p> <p>The townships of Mulwala and Corowa sewer networks are currently being surveyed and mapped, with works being completed by Public Works. Mulwala is currently at 75% and Corowa at 25%, once completed this will help plan further investigation works such as modelling and infiltration testing.</p>
	1.4.4	Deliver 2023/24 Balldale Water Project.	Balldale Water project delivered.	Progressing	80%	Public works engaged to develop project plans to complete new bore fit out, including electrical, mechanical and telemetry, as well as tie in of new rising

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						main to the reservoir and bore pump station.
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.	Capital Works program implemented.	Progressing	25%	2023-24 funds were allocated to switchboard renewals, electrical upgrades and pump replacements at Pinot Cres, Savage St, and Sofia Crt with 90% spent as of June 30th.  An Asset Management Plan will be developed now we have an Asset Management Coordinator at Council.
	1.5.2	Develop a Stormwater Drainage Strategy for urban areas.	Stormwater Drainage Strategy developed.	Progressing	20%	Council was successful in receiving grant funding to complete a Stormwater Drainage Strategy for all townships within Federation Council. The consultant will be engaged at the July 2024 Ordinary Meeting of Council and works are scheduled to be completed in 2025.
	1.5.4	Finalise Howlong, Corowa and Mulwala Flood Study.	Flood study finalised.	Progressing	90%	Draft final report received late June 2024 and will be presented to Council early in 2024/2025.
	1.5.5	Identify improvements to the flood warning	Improvements identified.	Progressing	95%	Draft Final Plan reported to Council at June 2024



4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
		system for the villages of Boree Creek, Urana, Morundah and Rand.				meeting. Plan will be reported back to Council for adoption to August 2024 Council meeting.
	1.5.6	Undertake investigations (including a levee structural integrity assessment), concept design and detailed design for flood modification measures for Morundah.	Investigation undertaken; designs prepared.	Progressing	80%	Concept design were presented to the Morundah community in June 2024 and feedback was gathered from them to inform the detailed design. Plans are scheduled for completion by December 2024.
	1.5.7	Undertake a feasibility study to investigate a voluntary house raising scheme for Boree Creek and a voluntary purchase scheme for Boree Creek and Urana.	Feasibility study undertaken.	Completed	100%	Project completed and report presented to Council April 2024.
	1.5.8	Undertake investigations to confirm potential impacts of extending and upgrading the Urana levee and its alignment, and progress to concept and design and detailed design.	Investigation undertaken; designs prepared.	Progressing	80%	Concept design were presented to the Urana community in June 2024 and feedback was gathered from them to inform the detailed design. Plans are scheduled for completion by December 2024.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
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.	Advocacy undertaken.	Completed	100%	Councils main focus in the reporting period has been on the poor mobile phone coverage across most parts of the Council area, and the poor mobile and internet coverage across South Corowa. Council has met with Telstra representatives on this, but there remains no real plan on improvements to the South Corowa issue. Telstra advises with the final closure of 3G, the 4G coverage is likely to improve. For continued advocacy.  RAMJO is also working on this priority.
	1.6.2	Lobby NSW Government for a feasibility study for an alternative route for heavy vehicles through Howlong.	Advocacy undertaken.	Completed	100%	Council has not had any recent engagement with the NSW State Government on this matter, and it will be recommenced in 2024/25.
	1.6.3	Lobby NSW Government for an accelerated design program for the	Advocacy undertaken.	Completed	100%	This program will need to continue in 24/25 as neither the NSW or Victorian State Governments have shown

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
		construction of the new Lake Mulwala Bridge.				any interest in progressing the planning for the required new bridge.  Council is aiming to develop an MOU with Moira to formalise the joint advocacy required for this project.
Improve waste management services.	1.7.1	Actively participate in kerbside collection contract renewal process.	Actions to support Kerbside collection contract renewal process undertaken.	Completed	100%	Kerbside Collection Contract was awarded to Cleanaway at the August 2023 Ordinary Council meeting. The new contract is scheduled to commence from July 1, 2024.
	1.7.2	Finalise Federation Council Waste Strategy.	Waste Strategy adopted.	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.	Community education program implemented.	Completed	100%	Community Education Plan actioned with lead delivery by Halve Waste.



## 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
<b>Programs</b>	0	11	5	1	<b>17</b>
<b>Projects</b>	1	3	3	0	<b>7</b>
<b>Total Programs / Projects</b>	<b>1</b>	<b>14</b>	<b>8</b>	<b>1</b>	<b>24</b>

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

*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	Operational Measure	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.	Growth Strategy adopted.	Progressing	60%	Project progressing and grants received in 2024 for Stormwater Strategy and Water and Sewer Servicing Strategies will influence the final Growth Management Strategy.
	2.1.2	Support the GROWing regions of welcome project.	Facilitate regional projects associated with GROW.	Completed	100%	Council attends meetings and workshops and provides support within resources. A new Councillor delegate will be sought following the September 2024 elections.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
Support workforce development.	2.2.1	Participate in RAMJO's local skills shortage working group.	Number of Working Group meetings attended.	Completed	100%	Participation has been in line with meeting schedule.
	2.2.3	Deliver Fischer Community Leadership Program as funded under the Stronger Country Communities Fund.	Program delivered.	Progressing	60%	A lack of applications for the March 2024 program resulted in a rescheduling of the Leadership Program. Currently planned for September 2024.
Encourage affordability.	2.3.1	Ensure strategy and long-term planning considers the development of new affordable residential land.	Available residential land identified in LEP.	Progressing	50%	Update presented to Council in March 2024. Since that time State and Federal Government enacted additional controls regarding housing.
Support inward investment.	2.4.2	Support and encourage opportunities for increased public and private sector investment across the council area.	Public and / or private sector investment encouraged.	Completed	100%	Council worked with private and public investors across the year to encourage investment.  Further development of industrial zoned land across the next few years, on completion of the service plans for utilities and a new Local Environmental Plan, will create stronger opportunities.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	2.4.3	Seek public and private sector investment for upgrades to Ball Park Caravan Park.	Path agreed for Public and / or private sector investment.	Progressing	10%	Council committed to appoint an industry expert to progress options for private sector investment into Ball Park Caravan Park. This work will be progressed in 2024/25.
	2.4.4	Investigate opportunities to expand Urana Caravan Park.		Progressing	10%	Funds allocated by Council in 2023/24 to undertake a Master Plan for Urana Caravan Park. Works to commence 2024/25.
Support entrepreneurship and industrial diversification.	2.5.1	Progress sale of industrial land in the Howlong Industrial Estate.	Industrial land parcels exchanged.	Completed	100%	Continue to progress - 50% of land sold working with agent in Howlong to progress final sales.
	2.5.2	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects.	Industrial land identified in LEP.	Completed	100%	The Growth Strategy is progressing and the supporting plans and strategies that are required to be in place prior to any new Local Environmental Plan, will be further progressed across 24/25.  Additional planning controls have been introduced at the state level regarding economic development which covers the state.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	2.5.3	Develop and Implement Commercial activities on Public Land Policy.	Policy adopted by Council.	Progressing	10%	Delayed to 2024/25 due to impact of flooding.
Support a collaborative regional approach to economic development	2.6.2	Support the delivery of the Regional Economic Development Strategy (REDS) implementation.	REDS activities carried out.	Completed	100%	<p>Two key projects from the Regional Economic Development Strategy were completed with the upgrade to the Corowa Saleyards and the opening of the Corowa to Mulwala cycle trail.</p> <p>The Government have not announced any reviews of the Strategy for some time. Will seek further update from the NSW Government in 2024/25.</p>
	2.6.3	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Active membership and participation.	Completed	100%	<p>Council resolved to maintain membership with MRT at its November 2023 meeting of Council for a three-year period.</p> <p>Council staff will continue to work with MRT on a range of collaborative tourism initiatives across as they arise under the ongoing MOU.</p>



4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
Support the agricultural industry.	2.7.1	Complete delivery of Stage 1 of the masterplan for the Corowa Saleyards.	Stage 1 of Corowa Saleyards Masterplan completed.	Completed	100%	Works complete on ground. Project completion report underway.
	2.7.2	Review the Masterplan for the Corowa Saleyards.	Corowa Saleyards Masterplan updated.	Not Due To Start	0%	Not Due to Start
	2.7.3	Increase investment in local road maintenance and renewal.	Increased investment in local roads.	Completed	100%	Additional investment in local road maintenance and renewal was committed to in the Special Rate Variation process. The SRV-funded local roads program for 2023/24 totaled \$809,000. At the close of the financial year, 100% of this has been expended.
	2.7.4	Implement Corowa Saleyards Agricultural Precinct new brand, website and marketing program.	Corowa Saleyards Agricultural Precinct brand launched.	Progressing	50%	Brand developed and complete. New website and marketing program yet to be completed.
Increase tourism.	2.8.1	Continue to develop and market the electronic newsletter as a means of communicating with tourism stakeholders.	Electronic newsletter distributed.	Completed	100%	Actioned as per the strategic implementation plan.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	2.8.2	Continue implementation of the North of the Murray 5-year Destination Marketing Strategy 2020 – 2024.	Actions implemented.	Completed	100%	Council has implemented actions as per strategic implementation plan.
	2.8.3	Actively seek opportunities for external funding to support the development of key tourism product.	External funding opportunities identified.	Completed	100%	Actioned as per the strategic implementation plan. Funding achieved through Community Events Program to host the North of the Murray Event Series from December 2023 to February 2024.
Enhance retail.	2.9.2	Support Initiatives to encourage residents to shop locally.	Initiatives supported.	Completed	100%	Council is working with the local Regional Business Chamber to encourage shop local and periodically where budget permits, have partnered to develop campaigns including television advertising.
Support business development.	2.10.1	Conduct service review of Corowa Aerodrome services.	Service review completed.	Progressing	70%	Service review of the Corowa Aerodrome is underway. Report will be completed in the second half of 2024.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	2.10.2	Progress funding strategy for Masterplan for Corowa Aerodrome.	Funding strategy developed for Corowa Aerodrome Masterplan.	Not Progressing	0%	A funding strategy for the Masterplan of the Corowa Aerodrome will be prepared following the completion of the service review.
	2.10.3	Facilitate local business support services in line with Economic Development Strategy.	Support Services facilitated.	Completed	100%	Business support has been provided on request.  A review will be undertaken of the Economic Development Strategy to adopt an updated strategy to reflect resourcing changes (reductions) to then re-determine what is achievable within current resourcing.



## Natural Federation

**Outcome:**

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

## Natural Federation

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

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

*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	Operational Measure	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.	Funding secured for implementation of Masterplans.	Progressing	50%	Low Square and Lonsdale Reserve master plans have been updated. John Foord Oval master plan needs updating (an overall plan including John Foord in the Corowa foreshore and surrounds precinct had been adopted). Urana Aquatic Centre needs the master plan adopted along with the Urana Caravan Park. Funding is required to progress these master plans.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	3.1.3	Finalise Urana Aquatic Centre and JM Smith Nature Reserve Masterplan.	Masterplan adopted.	Not Progressing	0%	Funding is needed to progress this project.
	3.1.4	Review John Foord Corowa Reserve Masterplan, incorporating impact of flood event.	Masterplan reviewed.	Progressing	50%	Consultation with stakeholders is ongoing with respect to the master plan and the impacts of flooding.
	3.1.5	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct Masterplans.	Progress documented.	Progressing	40%	Some of the actions have been delivered through the Crown Reserves Infrastructure Funding program. Further actions will be delivered as funding becomes available.
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.	Tree management strategy developed.	Progressing	15%	The budget has been requested to be carried over to the 2024/25 year to enable the project to be completed.
Conserve and utilise waterways, and develop their frontages.	3.3.1	Progress upgrade to Corowa Foreshore (Ball Park Reserve) as funded under the Crown Reserves Infrastructure Fund (CRIF).	Corowa foreshore upgrades commenced.	Completed	100%	Project completed early July 2024.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
Conserve and utilise public lands.	3.4.1	Continue to maintain Council's nine cemeteries.	Cemeteries maintained.	Completed	100%	All council's nine cemeteries are maintained according to presentation schedules.
	3.4.2	Finalise generic Crown Land plan of management across Council managed Crown Reserves.	Crown Land Plan of Management adopted.	Progressing	90%	A draft Crown Land plan of management has been submitted to the NSW Government for feedback.
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.	Agreed activities under MOU carried out.	Completed	100%	We continue to work closely with the Corowa and District Landcare. We have a national tree day scheduled for Cross street reserve Howlong on the 28/7/24.
Implement consistent and appropriate land use planning strategies	3.6.1	Finalise Federation Council Local Environmental Plan.	Local Environmental Plan finalised.	Not Progressing	0%	Unable to be commenced until Growth Management Strategy is complete.
	3.6.2	Prepare Council wide Development Control Plan.	Development Control Plan approved by Council.	Not Progressing	0%	Additional resourcing and completion of the Growth Management Strategy as well as Local Environmental Plan will be required prior to work commencing on the Council wide Development Control Plan.
	3.6.3	Review and Update developer contribution plans.	Developer contribution plans updated in accordance with EP&A Regulations.	Not Progressing	0%	Unable to progress with current resourcing and competing priorities. Progress in 24/25

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						considering Council has now allocated additional resources in the Planning and Development team.
	3.6.4	Update Local Strategic Planning Statement.	Local Strategic Planning Statement updated.	Not Due To Start	0%	In accordance with the Environmental Planning and Assessment Act 1979, review of the Local Strategic Planning Statement scheduled for 2026/27.
	3.6.5	Update Community Participation Plan in accordance with EP&A Act 1979.	Community Participation Plan updated.	Progressing	50%	Being reviewed in conjunction with the new Community Engagement Strategy underway and will be completed in the first half of 2024/25.





## 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
<b>Programs</b>	0	29	10	0	<b>39</b>
<b>Projects</b>	0	0	1	0	<b>1</b>
<b>Total Programs / Projects</b>	0	29	11	0	<b>40</b>

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

*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	Operational Measure	Status	Progress	Comments
Encourage an age-friendly environment.	4.1.1	Update and Implement the Pedestrian Access and Mobility Plan (PAMP).	Plan updated.	Progressing	50%	Grant application to TfNSW to update PAMP was unsuccessful. A review of future funding options required. Until our PAMP is updated and completed we will be unlikely to attract funding to build more shared paths.
	4.1.2	Support the work of the Ageing Well Committee.	Meetings conducted with Ageing Well Committee.	Completed	100%	Monthly meetings held with the Federation Ageing Well Committee.
	4.1.3	Renew and Implement the actions within the Ageing Well Strategy.	Scheduled actions implemented.	Progressing	80%	Draft 2025-2029 Federation Ageing Well Strategy underdevelopment.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.1.4	Celebrate the contributions of senior residents through the delivery of a Seniors Week initiative.	Event held.	Completed	100%	Federation Council hosted five events as part of the 2024 Ageing Well Festival in March 2024. The concept for each event was decided by the Federation Ageing Well Committee and provided educational information about ageing well. Events included the Pamper and Exercise Day at the Urana Waterfront Pavilion, Eat Well Indoor Picnic at the Howlong Golf Club, Be Social Paint N Sip at the Oaklands RSL and Bowling Club, R & R Movie Day at the Yarrawonga Mulwala Golf Club, and the Staying Sharp Trivia at the Corowa Golf Club.
	4.1.5	Finalise purchase of Billabidgee Units Urana land.	Payment made and title transferred.	Progressing	90%	Lodgment to LRS complete, awaiting confirmation of final steps.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.1.6	Continue to work with local Primary Healthcare Network (PHN) and medical service providers to support the retention and attraction of Primary Healthcare services.	PHN liaison.	Completed	100%	
Improve healthcare.	4.2.1	Host interagency meetings with service providers delivering outreach services in the Federation Council area.	Four meetings held.	Completed	100%	Regular meetings scheduled in.
Support young people.	4.3.1	Support the work of the Youth Council.	Six meetings held.	Completed	100%	Council continued to meet monthly with the Federation Youth Council and provide a platform for young people to have a voice, provide feedback, advice and views on issues that are important to them and other young people in the community.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.3.2	Continue to support the development, maintenance, and roll out of a directory with youth focused and mental health services listed.	Directory updated and circulated.	Progressing	40%	Review of the current Child and Family Directory and the Federation Youth Information is currently underway. A new directory will be developed as part of the Child, Youth and Family Strategy Project.
	4.3.3	Develop a Youth Strategy, Implementation Plan and Communications Strategy as funded under the Stronger Country Communities Fund.	Youth Strategy developed.	Progressing	30%	This strategy is under development and will be finalised in 2024/25.
	4.3.4	Continue to provide sponsorship for Federation Annual Schools Program to provide financial support to local young people towards the cost of learning and activities whilst at school.	Sponsorship provided.	Completed	100%	Applications received November / December and schools have received payment.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
Support access to quality education.	4.4.1	Advocate for the preservation of schools in rural communities.	Advocacy undertaken.	Completed	100%	Council has not had to advocate due to any proposed closures of schools in rural communities in this reporting period.
Work to prevent and reduce the harmful effects of alcohol and other drugs.	4.5.1	Support the work of the Primary Prevention Team.	Funded activities implemented.	Completed	100%	Monthly meetings were held with the Federation Primary Prevention Team.
	4.5.2	Continue to seek funding through LDAT and CDAT programs to deliver actions from the Federation Primary Prevention Action Plan.	Auspice provided.	Progressing	70%	Programs delivered or currently underway include the Standard drink Magnet Jigsaw puzzle distributed at the Corowa Community Expo, My Big Life Journal Project with local schools and strategic planning for an Intergenerational Program for the Federation Council.
Provide sport and recreational opportunities.	4.6.1	Continue to maintain over 148 sporting grounds, parks and recreation areas across the Council area.	Existing sporting grounds, parks and recreation areas maintained.	Completed	100%	Maintenance of ovals, parks and open spaces continue to align with presentation schedules.
	4.6.2	Continue to maintain and operate swimming pools in Corowa, Howlong, Oaklands and Urana.	Four aquatic centres operated.	Completed	100%	All pools maintained and in operation for 2023/24 period.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.6.3	Continue to maintain skateparks in Howlong and Corowa.	Two skateparks maintained.	Completed	100%	Council continues to maintain these skateparks are inspected and maintained weekly.
	4.6.4	Seek grant funding for community-led sport and recreational projects where consistent with Masterplans.	Funding applications submitted.	Completed	100%	In the 2023/24 year there were more limited funding programs available from State and Commonwealth Government. Where opportunities arose, funding applications were submitted. The Local Roads and Community Infrastructure program resulted in funding of \$780,000 granted to playground equipment at the Morundah park, replacement of an accessible BBQ, shade structure and toilet at MacKnight Park Urana, painting of Oaklands Hall & Morundah Recreation Ground Hall and upgrade of electricity at Lowe Square Howlong.
Support childcare and family services.	4.7.1	Support awareness and access to the Family and Children's Services Directory.	Directory awareness activities conducted.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.7.2	Deliver the mobile preschool service across the northern area of the LGA.	Service provided.	Completed	100%	Service continues to be delivered in four locations with transport being offered. Majority of our enrolments are receiving 15hrs of preschool per week, in line with the NSW Department of Education's recommendation. An existing employee completed their certificate III in Early childhood education and care.
	4.7.3	Provide contribution to the operation of the Corowa, Howlong and Mulwala Preschools.	Contributions provided.	Completed	100%	
	4.7.4	Ensure long term plans enable child care services to support Mulwala and other communities.	Plans recognise local child care needs.	Completed	100%	Existing land-use planning allows for Childcare centres to be developed in a number of zones. One new centre is currently being developed in the Council area by a private developer and is due to open in 2025. No further council action required.



4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
Encourage community pride and spirit.	4.8.1	Conduct Community Grants program.	Two rounds conducted.	Completed	100%	Two rounds of the 2023/2024 Federation Community Grants Program were facilitated with total allocation of \$60,000.
	4.8.3	Continue to promote and encourage use of the free online community directory.	Online community directory promoted.	Completed	100%	
	4.8.4	Develop and implement a management framework to support the valued work of volunteers.	Framework developed.	Progressing	50%	Actions in this area have progressed through to a point of shortlisting candidates for a coordinator position. Management framework will be further developed and implemented upon appointment.
Ensure community safety.	4.9.1	Implement the Road Safety Program.	Program implemented.	Completed	100%	Program completed for 2023-24. One activity unable to be held due to traffic classifier measurement resource currently not filled.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.9.3	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.	Matters responded to.	Completed	100%	All public health, animal management, environmental, parking and regulatory compliance matters are complete as per operational plans.
	4.9.4	Implement the Companion Animal Management Plan.	Plan implemented.	Completed	100%	The companion Animal Management Plan has been implemented and is in operation.
Celebrate the area's rich culture and heritage.	4.10.1	Develop and Implement a Reconciliation Action Plan (RAP) for the Federation Council area.	RAP developed.	Progressing	60%	Amendments made to Draft and resubmitted to Reconciliation Australia for feedback.
	4.10.2	Deliver actions from the Arts & Culture Strategy.	Scheduled actions implemented.	Progressing	60%	
	4.10.3	Continue to progress Council's friendship agreement with Miki City.	Visit hosted.	Completed	100%	Federation Council hosted 12 chaperones and students from Miki City, Japan, Council's Sister City on in August 2023. Planning well advanced for local chaperones and students to visit Miki City later in 2024.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.10.4	Ensure long term planning strategies investigate further development of the Federation Museum.	Plans recognise opportunity for development of Federation Museum.	Progressing	5%	Limited progress made. Further consideration to be given to future options.
	4.10.5	Maintain membership of a regional arts body.	Membership maintained.	Completed	100%	Federation Council was a member of Murray Arts during 2023/2024.
Work to address disadvantage in all its forms.	4.11.1	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan (DIAP).	Scheduled actions implemented.	Progressing	60%	Detail on actions completed will be included in the 2023/24 Annual Report.
	4.11.2	Continue mandatory Pensioner Concession Scheme.	Pensioner concession provided.	Completed	100%	Pensioner Concession given on rates, water and sewer for 2023-24.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.11.3	Implement additional Pensioner Concession Scheme (subject to council resolution).	Pensioner concession provided.	Completed	100%	<p>Council considered options for an additional Pensioner Concession Scheme early in the financial year and determined not to proceed with a blanket approach that excluded other low-income earners.</p> <p>Council has proposed amendments to the Debt Management and Hardship Policy to provide financial assistance to eligible ratepayers that have been assessed as in hardship. The review of this policy is listed as a separate action in the Delivery Program / Operational Plan for 2024/25. No further action is required on this action.</p>
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.	Library services provided.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	4.12.2	Encourage Library membership by promoting the range of services available.	Library membership promoted.	Completed	100%	Author talks booked in with accompanying promotion running during June.
	4.12.3	Deliver school holiday programs across the Federation Council area.	Program delivered.	Completed	100%	
	4.12.4	Provide a free delivery service to housebound library patrons.	Service provided.	Completed	100%	



## Well-Governed Federation

**Outcome:**

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

## Well-Governed Federation

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

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

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

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
Ensure rates and fees are in line with community needs.	5.1.1	Support rates review process and engagement with Rates Review Advisory Committee to inform rating structure.	Meetings conducted with Rates Advisory Committee.	Completed	100%	Council closed this committee at the July 23 Council Meeting. 184/2023FC RESOLVED on the motion of Councillors David Longley and Gail Law 1. THAT Council note the feedback received on the Rates Advisory Committee and its Terms of Reference; 2. THAT the Rates Advisory Committee be dissolved in accordance with 2.1.4 of the Terms of Reference; and 3. THAT Council acknowledge and thank

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						committee members for their significant contributions and frank advice during the advisory committee's period of operations
	5.1.3	Undertake annual reporting of expenditure relating to the approved 2023-24 Special Rate Variation.	Report on expenditure in Annual Report.	Progressing	50%	Report going to July Council meeting as Council. has spent 60% of the SRV funds, with the balance recommended to be carried forward to 2024/25. Annual reporting in line with the IPART decision will be included in the 2023/24 Annual Report.
	5.1.4	Engage with the community when setting annual fees and charges.	Community engagement strategy implemented.	Completed	100%	Community engagement was conducted as part of the public exhibition process for the Revenue Policy which provides the schedule of fees and charges for the 2024/25 year.
Work toward the equitable servicing of all areas.	5.2.1	Ensure Service Reviews include assessment of service levels across Council area and consideration of cross Council and border issues.	Three service reviews completed demonstrating assessment.	Completed	100%	Where relevant, cross border and service levels across the Council area are considered in the service reviews.



4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
Ensure good governance and administration.	5.3.3	Review Delegations from Council to committees.	Delegations reviewed by Council.	Progressing	15%	The Working Group has assessed key risks associated with volunteers to prioritise the actions required. Recruitment has commenced to appoint a Volunteer Management Project Officer to progress this project.
	5.3.4	Review Council Policy Framework.	Framework Review Completed.	Progressing	35%	Changes to Governance staff now implemented. Framework will be finalised 2024 - 2025.
	5.3.5	Review Open Access records.	Agency Information Guide Updated.	Completed	100%	Agency Information Guide has been reviewed and updated. Updated version to be published on Council website.
	5.3.6	Review Privacy Management Plan.	Privacy Management Plan Adopted by Council.	Progressing	5%	Changes to Governance staff now implemented. Privacy Management Plan will be finalised 2024 - 2025.
	5.3.7	Review of Delivery Program/ Operational Plan.	Delivery Program / Operational Plan reviewed and adopted by Council.	Completed	100%	Delivery Program has been reviewed with an updated Delivery Program and Annual Operational Plan adopted on 25 June 2024.
	5.3.8	Prepare Annual Report.	Annual Report Published.	Completed	100%	Action Complete for 2022/2023.
	5.3.12	Introduce framework for managing council's	Framework Developed.	Progressing	15%	There has been limited progress on the framework

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
		obligations under the Modern Slavery Act 2018.				due to the need for Council officer focus on other priority initiatives. This work will be progressed in 2024/25.
	5.3.13	Standardise Practices to meet Child Safe Standards.	Policy adopted by Council.	Progressing	10%	Work has commenced on drafting a Child Safe Policy for adoption by Council.
	5.3.14	Council undertakes a peer reviewed business case study on the financial sustainability of Federation Council and the advantages / disadvantages of amalgamation.		Completed	100%	This was completed in November 2023, and Council has noted the report, and is now working through consideration of adopting the recommendations and the resourcing of any that Council adopts.
Ensure extensive communication and consultation with residents.	5.4.1	Develop community engagement strategy in accordance with legislation.	Community engagement strategy adopted by Council.	Progressing	80%	The development of Council's first organisation wide Community Engagement Strategy is underway. The strategy will be presented to council for recommended adoption in November 2024.
	5.4.2	Implement Community Engagement Strategy.	Community engagement conducted in accordance with adopted strategy.	Not Progressing	0%	Community Engagement Strategy is not yet finalised. The strategy will be implemented following its finalisation.

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	5.4.3	Develop and implement internal communications strategy.	Internal communications strategy adopted.	Progressing	70%	The development of Council's first organisation wide Community Engagement Strategy is underway. The internal communication strategy and implementation plan will be delivered within this project scope in mid to late 2024.
	5.4.4	Maintain Council online presence via digital channels.	Active presence on corporate websites and social media platforms.	Completed	100%	Maintaining of Council's online presence via digital channels is ongoing. Annual action plan has been developed for service areas to build website content. Council's data on its increased presence on social media and other digital platforms is trending positively and strongly.
Ensure quality customer service.	5.5.1	Review the Customer Service Charter and implement associated actions to improve the customer experience.	Updated Customer Service Charter adopted by Council.	Progressing	35%	Additional reporting of customer requests and actioning thereof implemented. Demonstrable improvement in actioning of customer requests.
	5.5.2	Maintain a user-friendly customer request system.	Customer request system.	Completed	100%	

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	5.5.3	Implement two-year customer satisfaction surveys to understand strengths and areas for improvement.	Community satisfaction survey completed.	Completed	100%	Council will be conducting the Community Satisfaction Survey in September 2024.
Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation.	5.6.1	Implement a program of service reviews that demonstrates the commitment to continuous improvement and stakeholder engagement.	Three service reviews completed.	Completed	100%	<p>Council has commenced a number of service reviews across this reporting period including Communications and Engagement, (underway), Corowa Aerodrome (underway), Water and Sewer and Electrical (Utilities - underway), Corowa Aquatic Centre, (completed), and the Service NSW Corowa agency (completed).</p> <p>In 2024/25, addition to completing the above reviews underway, Council is also undertaking a Planning and Building Services review. An overarching framework and scheduled program of reviews will be developed in 2024/15 also.</p>
	5.6.2	Implement Workforce Management Plan.	Scheduled actions implemented.	Progressing	75%	Significant progress made against this strategy with a

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						further review to be undertaken prior to the end of the 2024 calendar year.
	5.6.3	Implement Long Term Financial Plan and associated strategies.	Scheduled actions implemented.	Completed	100%	<p>Implementation of Council's LTFP is progressing well. The financial performance of the organisation for the year ended 30 June 2024 has tracked as planned through the year. Improvement expected in financial sustainability ratios. Recommendations from the independent report by the University of Newcastle commenced implementation.</p> <p>Community discussions regarding the need for a significant Special Rate Variation to support Council's financial sustainability continued. Further engagement scheduled for July 2024.</p>
	5.6.4	Implement new Audit and Risk Management Framework components as legislated.	Legislated components implemented.	Progressing	20%	New legislative requirements effective 1 July 2024. Assessment has been undertaken against the requirements and an

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						action plan developed to implement changes where required. Recruitment for two new independent ARIC members has commenced.
	5.6.5	Develop Internal Audit Charter.	Internal Audit Charter adopted by Council.	Progressing	75%	ARIC continuing work on the finalisation of the Internal Audit Charter.
	5.6.6	Develop and maintain Strategic Risk Register.	Strategic Risk Register presented to Council.	Progressing	40%	Draft Strategic Risk Register reviewed with insurer. Scheduled for review by Audit Risk and Improvement Committee in August 2024.
	5.6.7	Conduct Annual Insurance renewals.	Insurance renewed.	Completed	100%	
	5.6.8	Develop Climate change adaptation plan.	Climate change adaptation plan adopted by Council.	Not Progressing	0%	No further progress on this item. Further consider resourcing this in the 24/25 plan and consider it in conjunction with preparing the draft 25/26 and beyond Delivery Program.
	5.6.9	Engage with the Roads Advisory Committee in relation to strategic road plans.	Meetings conducted with Roads Advisory Committee.	Not Progressing	0%	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

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						meeting will be scheduled in the second half of 2024 in line with the Terms of Reference.
	5.6.10	Implement a planned program to deliver and communicate productivity improvements and cost containment strategies.	Strategies communicated to the community.	Progressing	70%	<p>Significant work has progressed on identifying and implementing productivity improvement and cost containment strategies across Council operations. Savings across the organisation being achieved from lower borrowing interest rates, reduced travel, more favourable electricity pricing with power purchasing agreements, implementation of software to improve productivity and trialling different methods of scheduling work.</p> <p>Further work to be undertaken on communicating these measures. A report is scheduled for the August 2024 Council meeting.</p>

4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
	5.6.11	Develop and implement Cyber Security Framework.		Progressing	90%	Framework completed. Final reviews currently underway.
	5.6.12	Implement enhancements to Council information and operational technology networks.		Completed	100%	
	5.6.13	Undertake service review for Corowa Aquatic Centre.		Completed	100%	Service Review Complete. New Model determined and to be implemented over the next 6 months.
Provide effective asset management.	5.7.1	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Asset Management Improvement Plan implementation reported to Council.	Progressing	30%	Improvement plan has been developed and actions will begin to be rolled out. The Asset Coordinator position has been filled and an external consultant has been engaged to undertake a refresh of the Strategic Asset Management Plan and Transport Asset Management Plan.
	5.7.2	Develop and Implement Strategic Asset Management Plan.	Strategic Asset Management Plan updated and adopted by Council.	Progressing	80%	Strategic Asset Management Plan adopted in December 2022. A review will be undertaken early in the second half of 2024.
Ensure appropriate emergency management.	5.8.1	Coordinate the Local Emergency Management Committee.	Local Emergency Management Committee meets legislative requirements.	Completed	100%	Local Emergency Management Committee met on a scheduled basis. The LEMC's of Federation



4 Year Delivery Goal	Action Code	Action Name	Operational Measure	Status	Progress	Comments
						Council and Berrigan Council have combined meetings to provide a more efficient and effective meeting process. Council's Director of Engineering is the Local Emergency Management Officer and the Committee meets on a scheduled basis.
	5.8.2	Review the local Emergency Management Plan.	Local Emergency Management Committee meets legislative requirements.	Progressing	75%	The Local Emergency Management Plan review is in conjunction with Berrigan Shire Council is progressing. This work will be finalised in the second half of 2024.
	5.8.3	Provide After Hours Emergency Response.	After Hours Emergency Response provided.	Progressing	50%	The outdoor operations team continues to provide effective after-hours emergency response.
	5.8.4	Undertake flood repair and recovery activities as funded under government disaster funding arrangements and proceeds from insurance.		Progressing	50%	Flood repair and recovery activities are progressing well. DRFA claims are being finalised and evaluation of road impacts are nearing completion. Works will be ongoing in the short to medium term.