



murray river
council

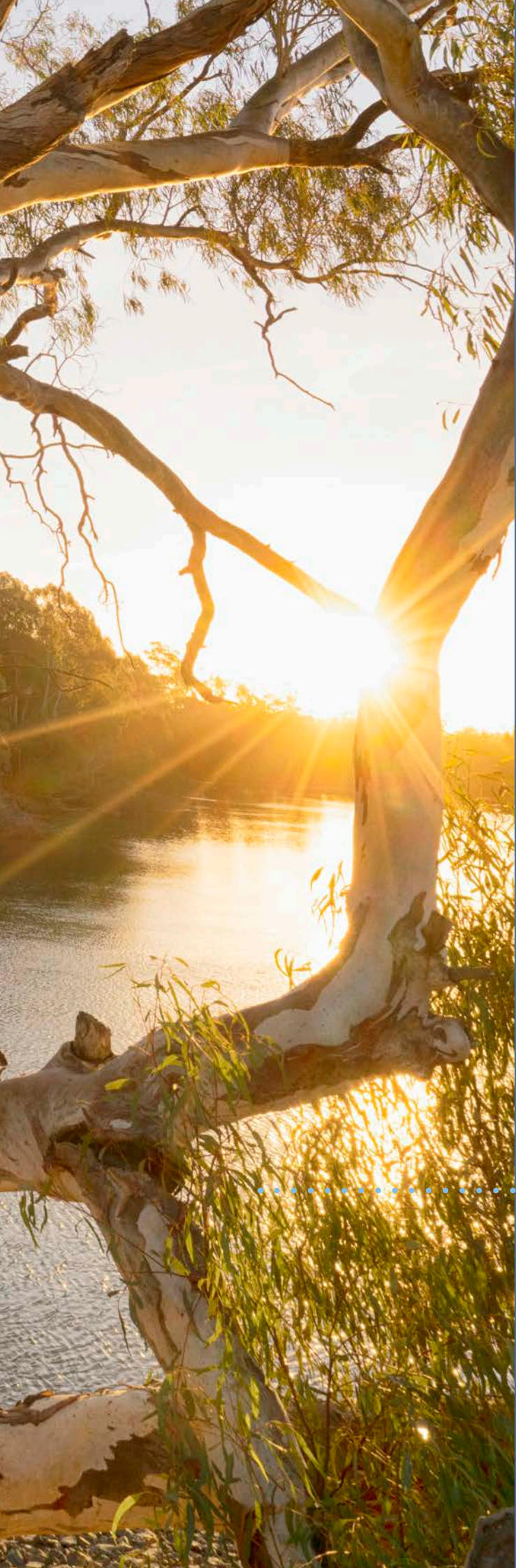
Delivery

**PROGRAM
2022-2026**

Murray River Council acknowledges Aboriginal people as the traditional custodians of the land on which our offices and services are located.

We pay our respects to Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.





The contents

Murray River Council Vision.....	4
Our Community Values.....	5
What is the Delivery Program.....	6
Welcome from the Mayor and CEO.....	7
Council's Role	8-9
Our framework.....	10
How we developed the Delivery Program.....	11
Resourcing Strategy.....	12
Major Projects.....	13-16
Reporting on our progress.....	17
2022-2026 Delivery Program.....	18
How to read the Delivery Program.....	20
A place of environmental sensitivity.....	21-23
A place of progressive leadership.....	24-27
A place of liveable communities.....	28-32
A place of inclusion, culture & wellbeing.....	33-36
A place of prosperity & resilience.....	37-40
Connected communities.....	41-43
Tomorrow's Technologies.....	44-47



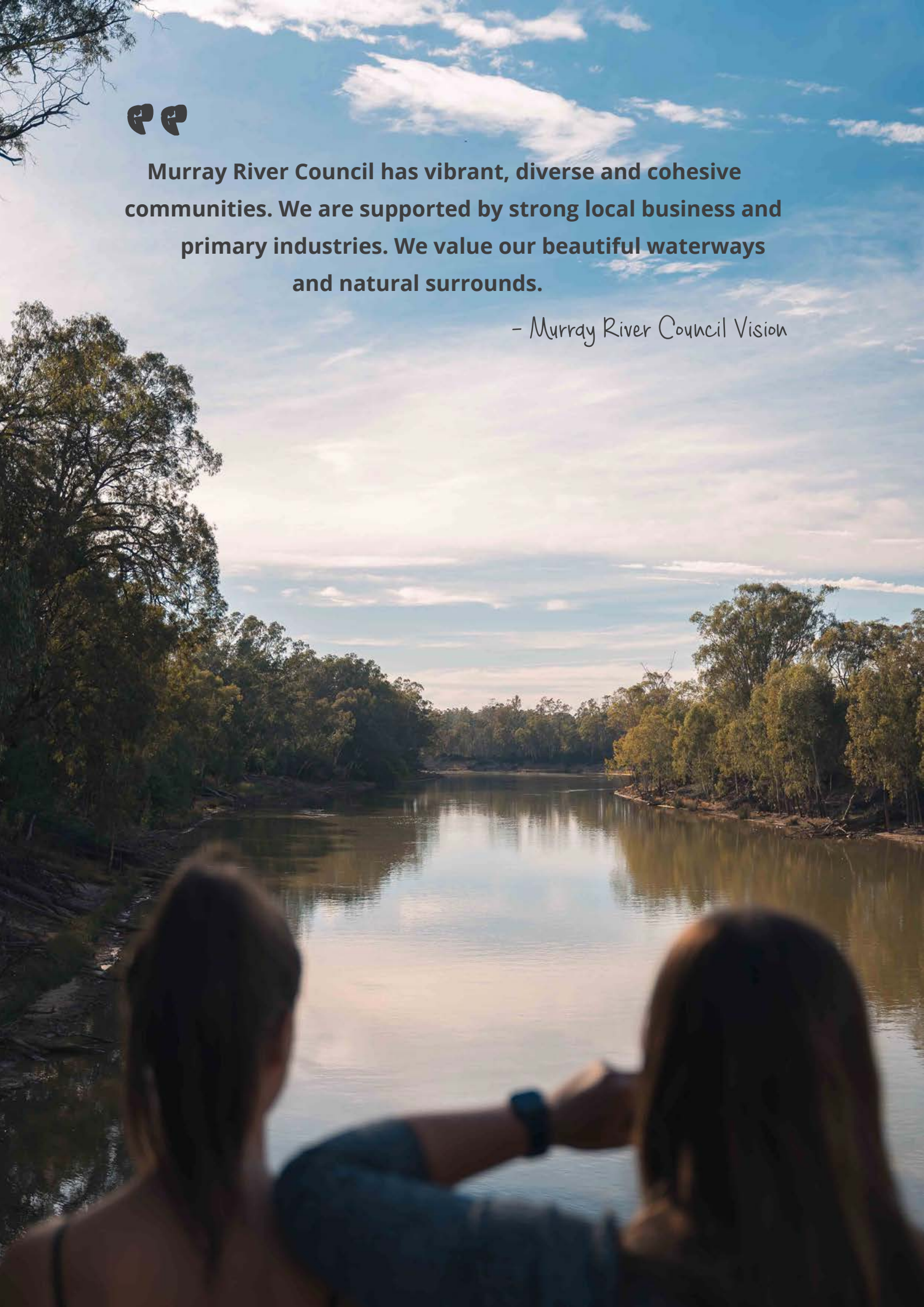
Document photo credits:

Cindy Power Photography, The Vibe Tribe, Zowie Crump, Backroads Trail, Destination NSW



Murray River Council has vibrant, diverse and cohesive communities. We are supported by strong local business and primary industries. We value our beautiful waterways and natural surrounds.

- Murray River Council Vision





Our community values:

- Our natural environment
- Ability to enjoy the great outdoors
- Grow our region economically and from a tourism perspective
- Parks, playgrounds and open spaces
- Access to medical, health and wellbeing programs

Our **Delivery Program** is a statement of how Council aims to achieve the top-level goals developed by the community in the Community Strategic Plan.

It's life-cycle runs for the current Council term, and is reviewed and reported on at the end of this period in our End-of-Term Report.

The Delivery Program is one of several planning documents that support the Integrated Planning and Reporting Framework that underpins Council's operations.

These plans come together to provide the community with a strategy that focuses on how Council can deliver services and projects that are sustainable and within the level of resources available.

The Delivery Program sits between the Community Strategic Plan and the annual Operating Plan and Budget.



Welcome...

with Mayor Chris Bilkey and CEO Terry Dodds.

Welcome to our 2022-26 Delivery Program! This is an important multi-year planning document for Council and is the document that details the principal activities we will undertake during the current Council Term. Importantly, there is a direct relationship between the strategic objectives noted within the Community Strategic Plan (CSP) and the projects and programs of work noted within this Delivery Program.

During the extensive community consultation period undertaken for the CSP, the community were invited to provide suggestions for projects and programs of works they would like to see occur across the region over the next Council Term. Over 1,650 suggestions were received!

With so many ideas submitted we have invested a significant amount of time and resources to review the suggestions and prioritise them for implementation. The ideas have been assessed to determine capability against budgets, government frameworks and grant opportunities.

As you can imagine, when you end up with well-over a thousand suggestions from the community, we cannot financially or physically deliver everything at once! This is why we have implemented a 'Parking Lot' which will host all remaining community-suggested projects and programs of works that did not make it into this Delivery Program. The Parking Lot provides information on why projects may not be able to be undertaken and also ensures community suggestions are not forgotten for future years. If additional grant opportunities arise during this Delivery Program timeline, we will look to the 'Parking Lot' for projects or programs of works we could apply for funding to complete.

As you will see within the Delivery Program tables, there is a large focus on planning and development of strategies, policies and plans within the first two years of the Program. This will enable Council to be in a great place to implement the Community's requests going forward.

So as we work towards delivering this program through our yearly Operational Plans, we will continue to encourage our community to provide feedback on whether we are meeting our promises and getting things right. Together, we can achieve great things!



Chris Bilkey - Mayor



Terry Dodds - CEO



There is a large focus on planning...this will enable Council to be in a great place to implement the community's requests going forward.

Council's Role.

Goals, projects and programs of works identified within the Community Strategic Plan, Delivery Program and Operational Plan are not always the sole responsibility of Council to deliver. In some cases, we will partner with State and Federal Government agencies or advocate on behalf of a project or program of works.

The Delivery Program provides direction in relation to those projects or programs of works where Council has a certain level of control over the outcome.

Council's role for each project or program of work identified within the Delivery Program and Operational Plan will have a unique identifier as outlined below:

DELIVER

Council delivers a range of programs and services including: waste collection, libraries, maintenance of local roads and public spaces, recreation facilities and programs, community care, special events and regulatory functions.

PARTNER

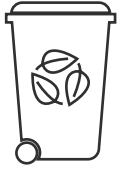
Council builds and facilitates strategic partnerships with Federal and State Government agencies, the private sector, and a range of other service providers whose work will contribute to delivering the Goals as identified within the Community Strategic Plan and the projects and programs of works as identified in the Delivery and Operational Plans.

ADVOCATE

When not in direct control or partnership, Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at the relevant levels of government and industry to bring about the best outcomes for our community.



We provide:



Waste management
& recycling



Tourism & economic
development



Library services



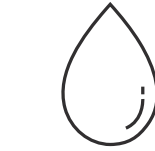
Community services



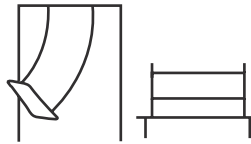
Assessment
of residential
& commercial
development



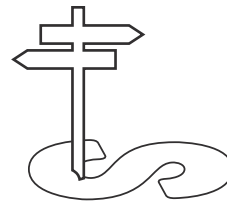
Community
engagement about
our plans & services



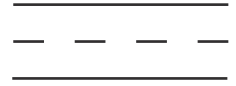
Water & sewer
services



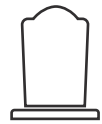
Playgrounds



Footpaths, walkways
& bike tracks



The local road
network



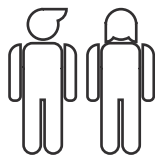
Cemeteries



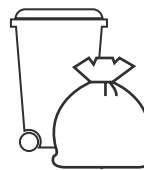
Parks, gardens
& open spaces



Events and facilities



Youth programs



Waste management
facilities



Weeds and local
biosecurity



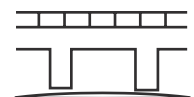
Licensing & regulatory
services



Pet registration &
animal control



Sporting grounds &
pools



The local bridge
network

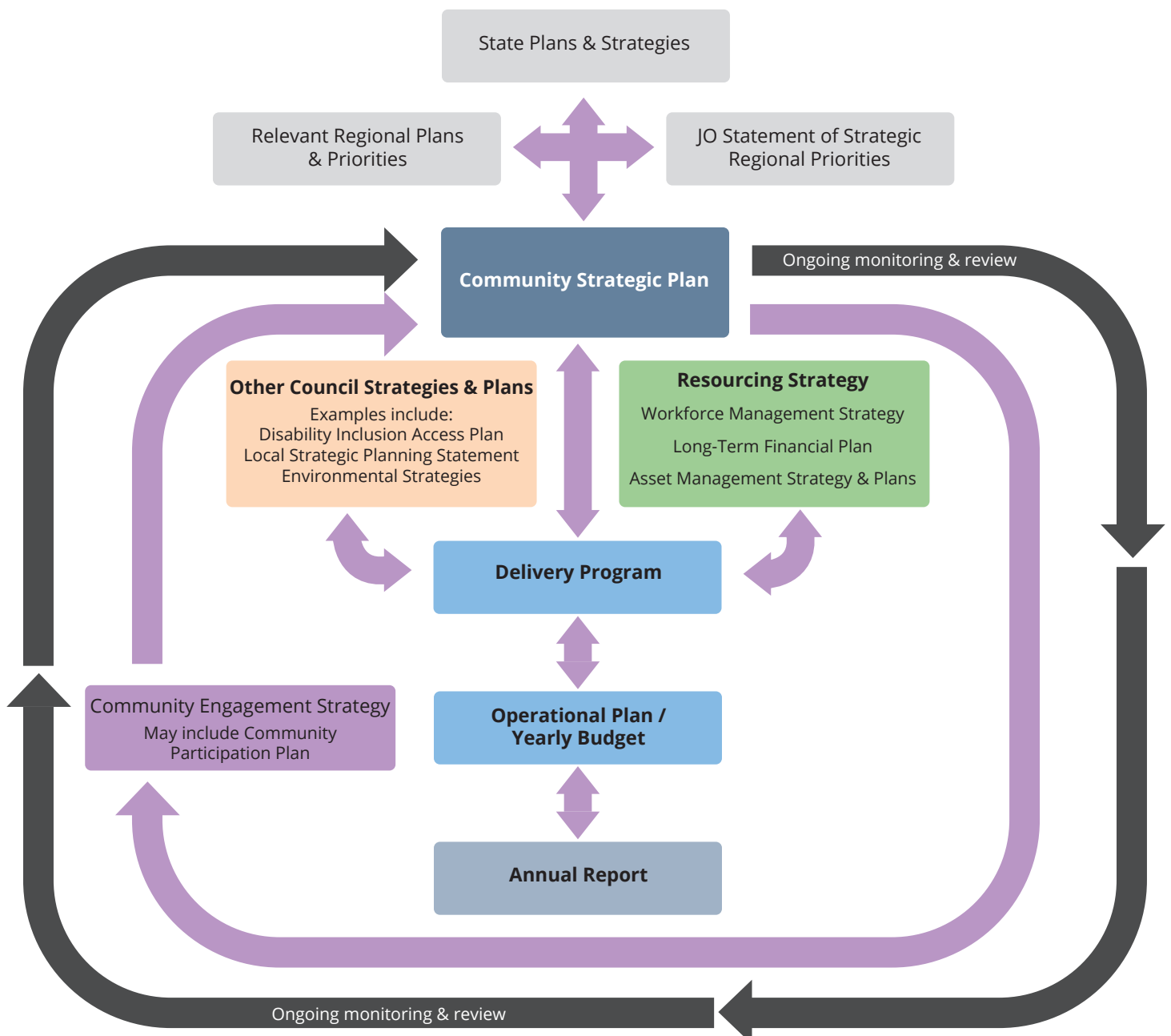
Our framework.

All NSW Councils are required to deliver their operations based on the Integrated Planning and Reporting (IP&R) framework. The framework allows Councils to draw together their various plans, strategies and reports, understand how they interact and get the maximum influence from their efforts by planning and taking a big-picture-view of the future.



The CSP must be based on the social justice principles of equity, access, participation and rights.

Each year, Council will report to the community on the implementation of the Delivery Program and the Operational Plan and Budget. The Annual Report includes Council's Audited Report and other formal reporting as required by the *Local Government Act 1993* (the 'Act').



How we developed the Delivery Program.

In the lead up to the development of the Community Strategic Plan (CSP), Delivery Program and Operational Plan 2022-23, several meetings and workshops were hosted to gain input, feedback and strategic alignment of the projects and programs of works suggested via our community.

Our initial engagement was hosted between November 2021 and February 2022 where over 1230 individual suggestions were provided by the community. In addition, more than 420 ideas were captured from staff and Councillors during the initial consultation phase.

Overall engagement consisted of the following elements and has contributed to the development of the CSP, Delivery Program and Operational Plan 2022-23:



Community

- 7 Community workshops (Feb 2022)
- 2 Business workshops (Feb 2022)
- Submissions provided via the CSP Your Say webpage, emails, letters, feedback forms and general conversations with staff (Feb 2022)
- More than 200 people attended the face-to-face workshops.
- 1017 ideas were collected at the face-to-face workshops
- 215 ideas were collected via our Your Say webpage, emails, letters, feedback forms and conversations with staff.

All Staff

- All staff had the opportunity to provide input into the projects, programs of works, development of themes and goals during October and November 2021.

Senior Managers and Project Managers

- Workshops were held in November and December 2021 to determine and refine the Themes and Goals for the upcoming Community Strategic Plan.

Councillors

Workshops held:

- November and December 2021, to set the strategic direction of the CSP
- January 2022, to confirm the themes, goals and engagement program
- April and May 2022, confirmation of the priorities within the Delivery Program and Operational Plan 2022-23.

Executive Team

- A series of meetings were held across January – April 2022 to develop the Delivery Program and Operational Plans, using the information provided via the extensive community engagement undertaken. The focus of these sessions was to determine project and program of works capability assessments against budgets, government frameworks and grant opportunities.
- The Executive Team looked at the strategic direction of Council, our statutory functions and our existing commitments to prepare an affordable and pragmatic expenditure program of operational activities, capital works and maintenance.
- The Executive Team will convene yearly to review the Operational Plan for the coming year.

Resourcing Strategy

The following plans are currently under review to ensure they take into account both the community and Councils requirements. Once complete these documents will provide robust practices for Council to ensure the success of the Delivery Program and Community Strategic Plan.

In addition a Service Level Review is also currently underway. An updated Customer Service Charter, including our Service Levels will be developed during the first year of this Delivery Program.

Workforce Plan

The Workforce Management Plan is an essential component of Council's Resourcing Strategy to meet the requirements of the IP&R framework. It has been designed to ensure Council is appropriately staffed to meet the current and future service needs of our community both in relation to the 4-year Delivery Program as well as the longer-term Community Strategic Plan.

Council aims to be an Employer of Choice within the region and therefore must have a robust workforce plan to attract and retain the best available employees.

The Workforce Management Plan will see Council's staff numbers stabilised over the coming years and will provide skill growth for staff in emerging technologies such as Artificial Intelligence and Deep Learning. The architecture of the workforce plan has been completed (the Accountability Framework) which is the first, and most important step in developing the workforce plan.

Asset Management Plan

Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve Council's strategic service delivery objectives.

Adopting asset management principles will assist in achieving Council's Strategic Long Term Plan and Long Term Financial objectives. Sustainable service delivery ensures that services are delivered in a socially, economically and environmentally responsible manner in such a way that does not compromise the ability of future generations to make their own choices. Sound asset management practices enable sustainable service delivery by integrating customer values, priorities and an informed understanding of the trade-offs between risks, costs and service performance.

Council is currently undertaking a major review of its assets portfolio and is seeking community feedback on the community value of assets as well as determining the financial value of the asset to Council. These two outcomes will provide Council with direction for ongoing asset management into the future.

Long-Term Financial Plan

The Long-Term Financial Plan (LTFP) outlines how Council will fund its Community Strategic Plan objectives and informs the community of our overall projected financial sustainability over the next ten years.

The LTFP provides financial planning over the long term, with consideration given to:

- The level of service Council can give the Community.
- Regional growth and investment opportunities.
- Constrained revenue sources; and
- Infrastructure replacement and consumption.

Major Projects.

Several projects have been identified to be investigated and developed over the coming decade, including:

MRC Employment Lands Strategy

The focus of the Employment Land Strategy is to ensure that land use and transport activities of local governments (including for commercial centres and identified transport and investment corridors) explicitly reflect the employment and productivity objectives of the NSW Government, this is supported through relevant plans and policies.

The strategies will have regard to Local Strategic Planning Statements and the Local Environmental Plans will translate the intent of the strategies into statutory controls. Councils may separately have economic development strategies which cover a broader range of activities, such as investment attraction, skills development and capacity building which would in turn increase employment opportunities within the region. The employment land strategy would reflect those elements of the Economic Development Strategy that have land use planning implications.

The strategy also recognises that:

- Jobs are an outcome of business activity and investment and that employment strategies need to support / facilitate business activity and investment, from which jobs will then come.
- Jobs are not the only economic outcome that governments at all levels may seek to deliver. Outcomes could also include increasing capital investment, increasing research and development activities, enhancing productivity and influencing rating options if differential rate schemes are utilised.

Crown Land Reserves Plans of Management

A Plan of Management is a statutory instrument that provides strategic planning and governance for the management and use of land.

Plans of Management set out objectives and performance targets for community land and provide for active land management and use, including the issuing of tenures over the land. Plans of Management for Crown Reserves typically provide a wealth of information about that site, including social, environmental and economic values.

Moama Meninya Street Precinct

The Meninya Street Precinct Project is one of Murray River Council's largest projects that will transform the heart of Moama into a vibrant precinct of social and economic activity.

Reshaping Meninya Street from a transport thoroughfare into a innovative and sustainable precinct, this project intends to position Moama as a key tourist destination through place making to compliment surrounding markets.

Strategically investing in infrastructure, parks and open spaces, and surrounding points of interest, Council aims to create a 'sense of place' and support high intensity developments including multi-level and multi-function spaces for business and the community to thrive.

Delivered in a staged approach, the multi-year project will enhance not only Meninya Street, but the surrounding precinct to create stronger connections to points of interest including the Horseshoe Lagoon, Moama Beach and the surrounding natural environment.

Bridge Arts Project (Moama)

The Bridge Art Project Section 355 Advisory Committee is aiming to establish a world class, ground-breaking arts precinct in Moama. The Project will combine conventional gallery-based curation and exhibition of contemporary art with an extensive 8-hectare site on which cultural history will be represented and explored through walkways and trails, installations, sculptures, nature-based programs and digital technologies. The Bridge Arts Project will also be integrated and be featured in the Meninya Street Redevelopment Project.

Murray River Council will be working with the Bridge Art Project Committee to establish a S355 Committee and to seek funding opportunities for partners and Government agencies to bring the project to life!

MRC Housing Strategy

The Murray River Residential House Strategy is currently being undertaken as a Council wide review for housing growth within our region. We know our community is growing and we want and need to know what our demand for housing will be for the coming 20 years.

The strategy considers different types of housing, services such as water, sewer and utilities, transport networks, community services etc and the "where" and "when" of releasing new residential land to meet projected housing demand.

We know our area is experiencing rapid growth, whether it be a reflection of current national trends showing rapid movement of people out of cities and into regional areas, like ours, or the simple choice to make Murray River Council home, we have seen unprecedented demand for new housing over the last few years and are expecting this trend to continue.

MRC Waterfront Strategy

The Waterfront Strategy is being developed to provide consistency and guidance for the land use and development planning of river and watercourse environments throughout our LGA.

The current assessment process for development in and around watercourses is highly complex involving multiple agency and approval bodies, as a result of state and local legislation. This is a point of frustration for both applicants and assessing officers, with development standards being varied too often and resulting in the consistency of planning outcomes being questioned.

Some objectives of the Waterfront Strategy include;

- Identify issues and opportunities to improve the use and management of watercourses and waterfront land whilst protecting environmental values.
- Collaboration with stakeholders to identify common issues and to address desired outcomes in a co-ordinated and consistent approach.
- Develop a set of criteria to characterise different types of landscape environments (i.e. from urban interface through to high value environmental) and specify development suitable for each landscape environment.

NGH Consulting have been engaged to prepare the strategy. Public Exhibition of the Draft Waterfront Strategy is expected to be in August/September 2022. The aim is to have the Final Strategy completed and endorsed by October/November 2022

Swan Hill bridge

The need for a new bridge over the Murray River between Murray Downs and Swan Hill has been talked about for many years.

All three tiers of government involved in this project, Federal, Victoria and New South Wales, have now agreed that it is time to build the bridge. There is agreement on the preferred alignment, however the bridge is still under a heritage order which will need to be removed for the project to move forward.

It is hoped that design works will commence in 2023.

Moama business park expansion

Council has purchased 32 hectares of land adjoining the existing Moama Business Park for the purpose of meeting current and future demand for industrial land.

The land is currently being reclassified to 'Operational Land' and being rezoned to enable commercial and industrial development. It is hoped that the development will be commenced by April 2023.

Barham Micro Abattoir

The Barham Micro Abattoir will service over 30 livestock growers and process a wide range of large and small livestock and poultry.

Construction will begin in June 2022 and be completed by November 2022.

Moama Water Filtration Plant

Moama Water Filtration Plant will undergo an upgrade to increase the output volume of treated water. This will provide a secure water supply to cater for the future expansion of the greater Moama area.

This process will involve NSW Statutory Authority consultation, hydraulic analysis, planning and design and construction over a 1-2 year period. Early works are currently underway

Tooleybuc Bridge

Tooleybuc Bridge is a heritage-listed timber truss bridge across the Murray River.

As part of the NSW Government's Timber Truss Road Bridges - A Strategic Approach to Conservation (2012), the Tooleybuc Bridge was identified for replacement and in 2015, the preferred alignment was presented to the Community.

However, in 2019, a further review was undertaken given improved strengthening methods and understanding of structural capabilities. It was determined that Tooleybuc Bridge was in a condition suitable for upgrading rather than replacement, and therefore will remain. In the short-term, strengthening works on the current bridge will be completed to allow heavier loads to be transported across the bridge without damaging the structure.

The proposed plans to replace the bridge is currently unfunded and have been put on hold. The latest information from the NSW Government is that Transport for NSW and Victoria's Department of Transport have commenced planning and development work, and are working through funding options. No timelines have been provided for when a replacement bridge will be completed.

Evaluation and reporting on our progress.

Council is accountable for delivering and reporting on this program as well as other strategies and plans adopted by Council.

Council's reporting will comply with all legislative requirements, and we will provide other informal updates through our website, social media (Facebook account), neighbourhood communications and other print media.

Through Council's Monthly Operating Report, Business Units will be able to continually monitor the progress of projects and programs of works identified within the Delivery Programs and the Yearly Operational Plan. This will ensure compliance with the monitoring requirement of the Delivery Program (section 404 of the Local Government Act – Integrated Planning and Reporting Framework).

In addition, the following reporting requirements will also be undertaken:

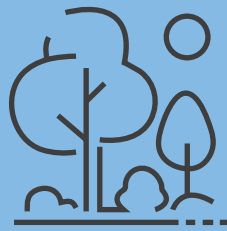
- Monitoring of the progress of the CSP 2023-2032
- Annual report - including the achievements of Council in implementing the Delivery Program, additional information required by legislation and audited Financial Statements for the financial year
- End of term report - progress in implementing the Community Strategic Plan during the Council term

The success of the Delivery Program will be determined by a range of factors, including timeliness of delivery, budget allocation, legislative requirements, resolutions of Council and other external influences.

During the 28-day public exhibition period, the draft Delivery Program and Operational Plan received 0 public submissions and 3 comments from staff to include additional BAU units within the Delivery Program tables.

In December 2022, a review of the Delivery Program was undertaken, with Councillors adopting minor amendments to both the Delivery Program and CSP. These changes are reflected in this current version of the document.





2022 - 2026 Delivery Program

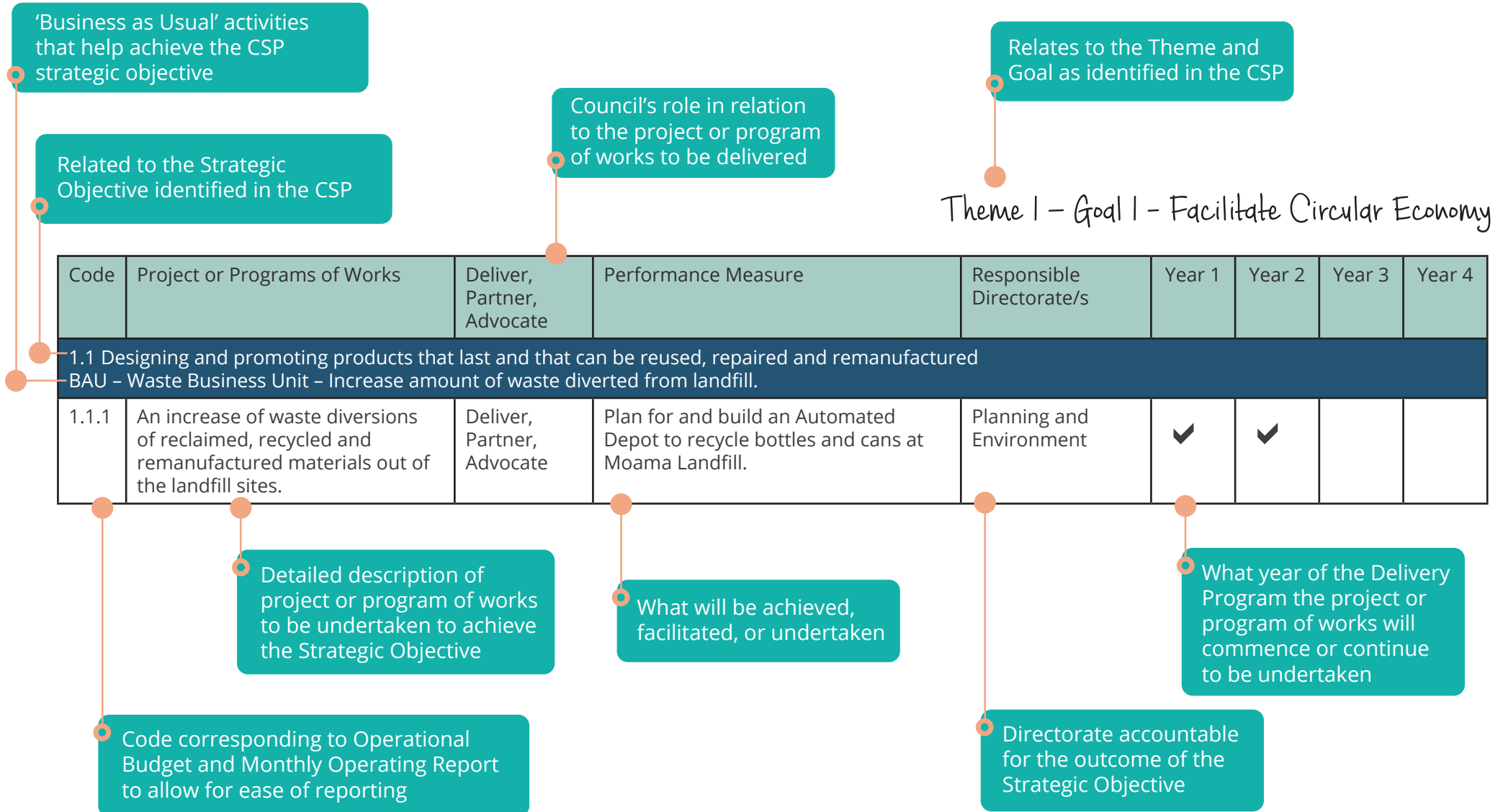
A low-angle photograph of green leaves against a clear blue sky. The leaves are in the foreground, some in sharp focus and others blurred, creating a sense of depth. The sky is a uniform, bright blue, occupying the upper right portion of the frame. The overall composition is clean and natural, suggesting growth and progress.

The Delivery Program and Operational Plan are structured on the seven Themes and associated Goals in the Community Strategic Plan 2022-2032.

Under each Goal there are strategies, projects and programs of works which are all interconnected.

The strategies, projects and programs of works are aligned with Council's Business Units to provide accountability for each activity. However most projects, programs of works or strategies will be conducted across many business units and teams.

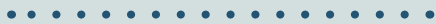
How to read the Delivery Program





A PLACE OF ENVIRONMENTAL SENSITIVITY

Working together as a community to protect and enhance our natural and built environment for the future.



Key partners

- NSW Public Works Advisory
- NSW Department of Planning and Environment
- NSW Health
- NSW Environment Protection Authority
- NSW Department of Primary Industries
- Murray Local Land Service

Theme 1 – Goal 1 - Facilitate Circular Economy

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
1.1 - Designing and promoting products that last and that can be reused, repaired and remanufactured BAU – Waste Business Unit – Increase amount of waste diverted from landfill.								
1.1.1	An increase of waste diversions of reclaimed, recycled and remanufactured materials out of the landfill sites.	Deliver, Partner, Advocate	Plan for and build an Automated Depot to recycle bottles and cans at Moama Landfill.	Planning and Environment	✓	✓		
1.2 - Enhance waste and recycling programs to increase resource recycling across LGA BAU – Waste Business Unit - Increase amount of waste diverted from landfill.								
1.2.1	Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area.	Deliver	Encourage Council’s Community to participate in the National Garage Sale Trail. Council to support the National Garage Sale Campaign.	Planning and Environment	✓	✓	✓	✓
1.2.2		Deliver, Partner	Investigate options to use recycled materials in more projects across Council.	Infrastructure	✓	✓	✓	✓

Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
1.3 - Integrated Water Cycle Management BAU – Water and Sewer Business Unit – Provide safe drinking water and reliable sewerage network for our urban communities. Collection, filtration, pumping, storage, reuse, treatment and testing of drinking water, stormwater, and wastewater is managed by this business unit.								
1.3.1	Review and update the Residential Drainage / Flood Management Strategies	Deliver	Progress the Moama West Drainage Strategy as development grows.	Infrastructure	✓	✓		
		Deliver	Construction of the Moulamein Levee	Infrastructure		✓	✓	
		Deliver	Investigate and progress stormwater infrastructure upgrades across the region	Infrastructure	✓	✓	✓	
1.3.2	Review and update the Drinking Water Management System.	Deliver	Investigate and address water pressure issues across the region	Infrastructure (Barham)	✓	✓	✓	✓
1.3.3	Review and update the Sewer Strategy / Management Plan	Deliver	Review and update sewer plant and network operations as required. Ongoing investigations	Infrastructure	✓	✓	✓	✓
1.4 - Improving areas of natural habitat BAU – Planning Services Business Unit – Development, implementation, and ongoing monitoring of the Waterfront Strategy.								
1.4.1	Identify and enhance natural values/habitats as part of any landscape upgrades to Council Reserves.	Deliver	Development of the Waterfront Strategy - encompass protection of the riverine environment - regeneration and restoration of river frontages including erosion and bank stabilisation works	Planning and Environment	✓	✓		
1.4.2	Sensitive urban design, green spaces included in developments where appropriate	Deliver, Partner	New subdivisions will incorporate green spaces in their urban design for Council to manage in the future.	Planning and Environment	✓	✓	✓	✓
1.5 - Landfill Rehabilitation works BAU – Waste Business Unit – Ongoing monitoring and management of Council’s landfill and transfer stations, including compliance with EPA licence.								
1.5.1	Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years.	Deliver	Upgrades to landfills and transfer stations to be carried out on a risk-based approach.	Planning and Environment	✓	✓	✓	✓



1.6 - Stewardship agreements								
BAU – Assets Business Unit – Implementation of the findings from the MRC / DPIE Sustainable Councils and Communities Findings.								
1.6.1	Work with relevant agencies to identify any projects that Council can support and contribute to relating to biodiversity, carbon or other offset agreements.	Advocate	MRC / DPIE Sustainable Councils and Communities Program findings to be reviewed and implemented.	Planning and Environment & Corporate Services		✓	✓	✓

Theme 1 – Goal 3 - Plan for the impacts of climate change

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
1.7 – Environmental Sustainability Strategy								
BAU – Undertaken by all Business Units across Council.								
1.7.1	Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change.	Deliver	Develop an Environmental Sustainability Strategy taking into account energy efficiency & the impacts of climate change	Planning and Environment			✓	✓
1.7.2		Deliver	Adopt an internal policy within MRC to address micro energy production – for MRC site usage.	Corporate Services			✓	

Theme 1 – Goal 4 - Increased awareness and education for environmental sustainability

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
1.8 – Develop an education program focusing on Council Services								
BAU – Communications and Community Engagement Business Unit – Education programs are developed and facilitated through this team on an as required basis from requests from the community. Programs will be developed and implemented with assistance from subject matter experts from across Council and partner organisations.								
1.8.1	Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities.	Deliver, Partner	Develop an education program focusing on Council service – Sustainability – Rare and Endangered species	Office of the CEO		✓	✓	✓
1.8.2		Deliver, Partner	Develop an education program focusing on Council service - Water efficiency and impacts on source water	Office of the CEO	✓	✓	✓	✓
1.8.3		Deliver	Develop an education program focusing on Council service - Sewer systems	Office of the CEO				✓
1.8.4		Deliver	Develop an education program focusing on Council service - FOGO, Waste and Recycling	Office of the CEO	✓	✓	✓	✓
1.8.5		Deliver	Develop an education program focusing on Council service - Illegal activities	Office of the CEO	✓	✓	✓	✓
1.8.6		Deliver, Partner	Develop an education program focusing on Council service - Weeds and biosecurity	Office of the CEO	✓	✓	✓	✓
1.8.7		Deliver	Develop an education program focusing on Council service - Geospatial	Office of the CEO				✓





A PLACE OF PROGRESSIVE LEADERSHIP

We will plan and advocate for the changing needs of our community through effective and engaging leadership.



Key partners

- Service NSW
- Various business groups, commerce groups
- Office of Local Government NSW
- Marketing groups

Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
2.1 – Visitor and Resident information BAU – Customer Service Business Unit – Ensuring customers are informed and able to access Council services and the business agencies supported by Council staff.								
2.1.1	Development of a Community Directory and general information relevant to Council and local services.	Deliver, Partner, Advocate	Ensure Service NSW services are communicated and frequently visit outlying locations	Community and Economic Development	✓	✓		
2.1.2		Deliver	Investigate subscription-based program for online community directory	Community and Economic Development	✓			
2.3.12.2 – Provide a variety of options on how people can contact Council BAU – Customer Service Business Unit - Ensuring customers are informed and able to access Council services and the business agencies supported by Council staff.								
2.2.1	Develop a community access/engagement strategy including digital platforms and by phone.	Deliver	Ensure face to face service centres are retained across the region	Community and Economic Development	✓			
2.2.2		Deliver	In addition to online information capture – continue to use paper-based forms for non-tech savvy community members	Community and Economic Development	✓			
2.2.3		Deliver	Develop a community access/engagement strategy including digital platforms and by phone. Implement a customer satisfaction annual survey and rating system to note service satisfaction with Council services	Community and Economic Development		✓	✓	✓
2.3 – Customer Service Charter BAU – Customer Service Business Unit - Ensuring customer enquiries are responded to in a timely and professional manner.								
2.3.1	Develop and implement a fully integrated Customer Relationship Management (CRM) process and system	Deliver	Customer Service Charter to be aligned and implemented across Council's Business Units	Community and Economic Development	✓			
2.3.2		Deliver	All Council staff to undertake and complete Customer Service Training	Community and Economic Development		✓	✓	
2.4 - Statutory Planning and Building BAU – Planning Services Business Unit - Managing Development Applications assessment and determination and prepare Local Environmental and Development Control plans and policies in accordance with Councils Strategic Plans and other legislative requirements.								
2.4.1	Encourage improved standards of development applications	Deliver	Percentage of approvals completed within statutory timeframes. Update Development Services Charter.	Planning and Environment	✓	✓		
2.4.2			Actions relocated to 3.11.1 – better alignment within CSP / DP					
2.4.3			Actions relocated to 3.11.2 – better alignment within CSP / DP					
2.4.4		Deliver	Waterfront Strategy developed and implemented	Planning and Environment	✓	✓	✓	
2.4.5	Provide sufficient resources to meet statutory delivery timeframes.	Advocate	Undertake and complete process mapping of planning processes and efficiencies.	Planning and Environment	✓	✓		
2.4.6		Advocate	Advocate in relation to regionalisation of NSW Planning Portal	Planning and Environment	✓	✓		
2.4.7	Provide improved communication measures for planning enquiries.	Deliver	Reduced number of general planning enquiries into Council. Allowing more focus and timely approvals of DA's.	Planning and Environment	✓	✓		
2.4.8		Deliver, Advocate	Increase education and training for locals on use of NSW Planning Portal and other requirements.	Planning and Environment	✓	✓		

Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
2.5 – Leadership that is trusted, capable and collaborative BAU – All Business Units – All of Council working towards the outcome of the goal.								
2.5.1	Develop and implement a Corporate Strategy.	Deliver, Partner, Advocate	Revitalisation of Meninya Street Moama	Planning and Environment	✓	✓	✓	✓
2.5.2		Partner, Advocate	Partnering with community and businesses to achieve positive community outcomes	Office of the CEO	✓	✓	✓	✓
2.5.3		Deliver	Develop a Child Safe Strategy and implement as per NSW legislation	Office of the CEO	✓			
2.5.4		Deliver	Define Council’s internal and external services as well as what Council is and is not responsible for.	Office of the CEO	✓	✓		
2.5.5	Review and enhance our values and behaviours within Council.	Deliver	MRC values and behaviours to become an integral part of the staff performance appraisal process.	Office of the CEO	✓			

Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
2.6 – Improve externally provided information and communication. BAU – Community Engagement and Communications Business Unit – Ensuring communication materials and engagement options are accessible by all demographics within Councils region. BAU – Customer Service Business Unit – Ensure community members are able to access customer service locations across the region.								
2.6.1	Further develop and enhance public communication materials.	Deliver	Update and improve external community information pathways including <ul style="list-style-type: none"> - Website and online webforms - Your Say Portal - Use community noticeboards - Mobile library - Increase online and offline event frequency to communicate and drive outcomes - Snap Send Solve - Continue digitisation of externally available services 	Office of the CEO	✓	✓	✓	✓
2.6.2		Deliver	Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council’s Community Engagement Framework)	Office of the CEO	✓	✓	✓	✓
2.6.3		Partner Advocate	Investigate and provide a report on relocation of the information centre in Moulamein to the Moulamein Heritage Village	Community and Economic Development		✓		
2.6.4		Advocate	Investigate and implement NSW Planning Portal links to allow better integration with MRC IT systems	Corporate Services		✓	✓	✓

2.6.5		Deliver	Upgrades to the MRC website to include <ul style="list-style-type: none"> - Web-based payment options - Interactive mapping of foot and cycle paths - Community directory - Move to more paperless documentation (online signing/portal) 	Office of the CEO			✓	
2.6.6		Deliver, Partner, Advocate	Investigate and undertake a business case for creating a Community Directory including <ul style="list-style-type: none"> - housing or 'New to town' concierge service - Trades directory 	Community and Economic Development		✓		
2.6.7		Deliver	Service signage at front of MRC buildings (what services are available at each location)	Community and Economic Development	✓			
2.7 – Improve internal services to better support community needs BAU – Business Intelligence Business Unit – Review and manage software systems used within Council to ensure they are fit-for-purpose and are kept up to date with evolving technologies.								
2.7.1	Develop Customer focused culture within Council.	Deliver	Upgrades to internal services to increase accessibility of internal information <ul style="list-style-type: none"> - New CRM to improve customer interface - Develop intranet 	Office of the CEO		✓	✓	

Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
2.8 – Community and Council collaboration BAU – Community Engagement and Communications Business Unit – Ensuring communication materials and engagement options are accessible by all demographics with Councils region. BAU – Economic Development and Tourism Business Unit – Identification of state and federal funding opportunities to implement Council's priority projects and working with volunteer committees across our communities to help achieve revitalisation projects.								
2.8.1	Increased interaction with Communities.	Deliver	Review and update Councils Community Engagement Framework. <ul style="list-style-type: none"> - Plan to increase face to face engagement with communities - Provide updates on CSP and Delivery Program implementation - Council meetings being held in various locations across the region - Meet the Council events (staff and councillors). 	Office of the CEO	✓	✓		
2.8.2		Advocate	Provide additional information to community relating to grant opportunities for community driven projects (eg Goodnight Wetlands)	Community and Economic Development	✓	✓	✓	✓
2.8.3		Partner, Advocate	Further develop partnerships with local community groups to implement community driven projects	Community and Economic Development	✓	✓	✓	✓
2.9 – Community Engagement Framework BAU – Community Engagement and Communications Business Unit – Ongoing development and implementation of engagement, educational and communications programs and materials.								
2.9.1	Further development and implementation of Councils Community Engagement Framework.	Deliver	Review and update the existing Community Engagement Framework ensuring the framework is embedded into Council's operations	Office of the CEO	✓	✓	✓	✓
2.10 – Community Engagement Toolkit BAU – Community Engagement and Communications Business Unit – Ongoing development and implementation of engagement, educational and communications programs and materials.								
2.10.1	Further development and implementation of Councils Community Engagement Toolkit.	Deliver	Develop overarching engagement toolkit and implement engagement tools into Council processes	Office of the CEO	✓	✓	✓	✓



A PLACE OF LIVEABLE COMMUNITIES

Well-planned, safe and accessible public spaces and facilities built with a strong sense of identity and place.



Key partners

- NSW Department of Planning and Environment
- NSW Department of Primary Industries
- Murray Local Land Service
- NSW National Parks and Wildlife Service
- Riverina and Murray Joint Organisation (RAMJO)
- S355 Committees
- Private Developers
- Local Sporting Clubs

Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
3.1 – Sports and recreation facilities and spaces								
BAU – Parks and Open Spaces Business Unit – To manage and coordinate public spaces and amenities including but not limited to playgrounds, trees, swimming pools, sport and recreation facilities and grounds, public amenities and natural areas across Councils area.								
3.1.1	Outcomes of the Asset and service delivery review to be planned for and prioritised.	Deliver	Develop a Service standards strategy for all Parks, Recreation reserves.	Planning and Environment	✓	✓		
3.1.2		Deliver	Investigate and plan for development of various boat ramps across the region.	Planning and Environment	✓	✓	✓	✓
3.1.3		Deliver	Ongoing monitoring and management of sports grounds across the region.	Planning and Environment	✓	✓	✓	✓
3.1.4		Deliver	Investigate and develop business cases and feasibility studies for outdoor exercise stations across the region	Planning and Environment				✓
3.1.5		Deliver, Partner	Investigate and develop business cases for change of ownership of Moulamein swimming pool and associated facilities	Planning and Environment			✓	
3.1.6		Deliver, Partner	Ongoing monitoring and management of Moama and Mathoura outdoor swimming pools and associated facilities	Planning and Environment	✓	✓	✓	✓
3.1.7		Deliver	Investigate and plan for development and upgrades of Skate Parks across the region.	Planning and Environment		✓	✓	✓
3.1.8		Deliver	Ongoing monitoring and management of existing sports and recreation buildings.	Planning and Environment	✓	✓	✓	✓
3.1.9		Deliver	Undertake Master Planning for new sport and recreation buildings and grounds across the region.	Planning and Environment		✓	✓	✓
3.1.10		Deliver	Undertake feasibility study for development of BMX / Mountain / Motor bike / Pump tracks across the region.	Planning and Environment		✓	✓	✓
3.2 – Public Buildings								
BAU – Buildings and Facilities Business Unit - Engage and consult with stakeholders and the community to identify requirements, develop strategy and compile the long-term financial plan for Council's buildings and facilities.								
3.2.1	Delivery of a feasible level of service for the community in relation to public buildings. Building Asset Management Plan to determine Council's long term financial plans to deliver fit for purpose public buildings.	Deliver	Town hall / public facility upgrades will be undertaken inline with the priorities set from the Building and Open spaces review – completed 2022. Feasibility and design requirement will be subject to grant funding availability.	Infrastructure	✓	✓	✓	✓
3.3 – Disability Action Plan for Open Spaces / Disability Inclusion Action Plan								
BAU – Economic Development and Tourism Business Unit – Ongoing development, monitoring and management of Councils Disability Inclusion plan.								
3.3.1	Develop and implement a disability action plan for open spaces including a disability inclusion action plan.	Deliver	Disability Inclusion Plan developed and embedded into Councils day-to-day operations and design programs.	Community and Economic Development	✓			
3.4 – Community Safer Spaces								
BAU – Buildings and Facilities Business Unit – Ensures Councils assets are accessible by all demographics across Council.								
3.4.1	Develop and implement a Community Safer Spaces Plan and associated documentation	Deliver	Community Safer Spaces Plan and associated documentation developed and embedded into Council's operations	Infrastructure		✓	✓	

3.5 – Lighting upgrades & improvements BAU – Planning Services Business Unit – Ensure all new subdivisions use LED lighting in streets, parks and other areas as required. BAU – Works Business Unit – Ensure all street lights are LED. Update as required. BAU – Parks and Open Spaces Business Unit – Ensure all lights within Parks and Open Spaces are LED. Update as required.								
3.5.1	LED lighting Strategy and program to be rolled out across the Council area (Street lighting and Parks and Reserves).	Deliver	Progressive LED lighting replacement program to be undertaken over next 10 years. New subdivisions to use LED lighting.	Planning and Environment & Infrastructure	✓	✓	✓	✓
3.6 – CCTV Strategy BAU – Technology and Digital Services Business Unit – Develop the CCTV strategy and install, monitor and manage the CCTV assets.								
3.6.1	Develop and implement a CCTV strategy for all townships.	Deliver	Develop CCTV strategy.	Corporate Services	✓			
3.6.2		Deliver	Begin installation and management of CCTV devices as identified in the strategy	Corporate Services	✓	✓	✓	✓

Theme 3 – Goal 2 – Enable development of sustainable liveable communities

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
3.7 – Housing Strategy BAU – Planning Services Business Unit - Managing Development Applications assessment and determination and prepare Local Environmental and Development Control plans and policies in accordance with Councils Strategic Plans and other legislative requirements.								
3.7.1	Development of a Residential Housing Strategy which will guide the rezoning of future residential land over the next 5-10 years and beyond.	Deliver	Develop a Residential Housing Strategy.	Planning and Environment	✓			
3.7.2		Deliver	Review and develop the Local Environment Plan in relation to the Housing Strategy Outcomes.	Planning and Environment			✓	✓
3.8 – Community / Botanical Gardens BAU – Parks and Open Spaces Business Unit – Ongoing support for community and botanical gardens across the region.								
3.8.1	Review and support the finalisation of existing community & Botanical gardens.	Deliver	Continue to support existing community and botanical gardens	Planning and Environment	✓	✓	✓	✓

Theme 3 – Goal 3 – Delivering best practice and compliant waste and recycling service and infrastructure that meets community needs.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
3.9 – Kerbside, landfill and waste collection services and facilities BAU – Waste Business Unit – Responsible for the ongoing monitoring and management of the kerbside residential and commercial waste collection program. Ensure waste services and facilities are best practise and meet EPA requirements.								
3.9.1	Design and implementation of the Food Organics and Garden Organics (FOGO) program.	Deliver	FOGO kerbside collection service rolled out to all townships across the Local Government Area	Planning and Environment	✓			
3.9.2	Develop & begin implementation of the Waste Management Strategy.	Deliver	Additional waste and recycling options investigated and actioned as per the strategy.	Planning and Environment	✓	✓	✓	✓

Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
3.10 – Streetscaping / Master planning / Placemaking BAU – Planning Services Business Unit – Strategic planners will focus on future residential and township growth.								
3.10.1	Investigate and prioritise townships for placemaking, masterplans and streetscaping, to be well-planned, design and implemented.	Deliver	Review of priority Streetscapes and Masterplans within MRC, to be undertaken with community consultation considering township identity and sense of place.	Planning and Environment		✓	✓	
3.10.2		Deliver	Moama Township Plan (including Meninya Street precinct) Moama is the initial priority for MRC (subject to funding)	Planning and Environment	✓	✓	✓	✓
3.11 – Town Planning / Land Use Strategies BAU – Planning Services Business Unit – Planners will review and update Local Environmental and Development Control plans as required.								
3.11.1	Prepare new Development Control Plan and New Local Environment Plan for MRC	Deliver	Review and develop a new Development Control Plan	Planning and Environment	✓			
3.11.2		Deliver	Review and develop a new Local Environment Plan	Planning and Environment			✓	✓

Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
3.12 – Cemeteries / commemoration BAU – Customer Service Business Unit – provision of all items relating to cremation and burials including liaison with funeral directors and families, ongoing monitoring and management of plots at all Council run cemeteries.								
3.12.1	Cemeteries have an identifiable level of service and standard across the Council area.	Deliver	Investigate level of services and complete an asset review for all of Councils cemeteries.	Community and Economic Development		✓		
3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible. BAU – Parks and Open Spaces Business Unit - To manage and coordinate public spaces and amenities including but not limited to playgrounds, trees swimming pools, sport and recreation facilities and grounds, public amenities and natural areas across Councils area.								
3.13.1	Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate. Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions.	Deliver	Investigate level of services and complete an asset review for all Parks and Open Spaces.	Planning and Environment	✓			
3.13.2		Deliver, Partner, Advocate	Murray Downs Riverside Park – designed and implementation has begun	Infrastructure	✓	✓	✓	✓
3.13.3		Deliver	Feasibility and demand investigated for Teenage hangout spaces across the region	Planning and Environment			✓	
3.13.4		Deliver	Ongoing installation of drinking water fountains across the region	Planning and Environment	✓	✓	✓	✓
3.13.5		Deliver, Partner, Advocate	Increase in public access points to rivers - being assessed via the Waterfront Strategy	Planning and Environment	✓ (Waterfront strategy developed)		✓	✓
3.13.6		Deliver	Deliver Township Beautification Projects in accordance with Master Plans / Streetscape Plans	Planning and Environment			✓	✓
3.13.7		Deliver	Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity	Planning and Environment		✓	✓	
3.13.8		Deliver	Ongoing feasibility assessments for new and existing picnic areas.	Planning and Environment			✓	

3.13.9		Deliver	Smarty benches (USB charge stations, power points, wifi hot spots) - Consideration in future design and grant opportunities	Planning and Environment	✓	✓	✓	✓
3.13.10		Deliver	Playgrounds - Feasibility and demand investigated for various locations across the region, complete an asset review and define level of service	Planning and Environment		✓	✓	
3.13.11		Deliver	Park bench program of works to be developed and considered for various locations across the region	Planning and Environment	✓	✓	✓	✓
3.13.12		Deliver	Shade Sails program of works to be developed and considered for various locations across the region	Planning and Environment	✓	✓	✓	✓
3.13.13		Deliver	Investigate opportunities for Jetties, Pontoon's and floating wharfs around the region.	Infrastructure	✓	✓	✓	✓
3.13.14		Deliver	Investigate and develop feasibility studies for retaining walls around the region.	Infrastructure	✓	✓	✓	✓
3.14 – Public Space Waste and Recycling								
BAU – Parks and Open Spaces Business Unit – Ongoing monitoring and management of Councils public space waste, recycling bins and associated equipment.								
3.14.1	Investigate and implement a program for waste and recycling bins in public spaces.	Deliver	Ongoing installation of dog poo bag dispensers across the region	Planning and Environment	✓	✓	✓	✓
3.14.2		Deliver	Ongoing installation of public space waste and recycling services across the region	Planning and Environment	✓	✓	✓	✓
3.15 – Water Play								
BAU –CEO Business Unit – ongoing advocacy and investigation for water parks to be privately invested in across the region.								
3.15.1	Investigate commercial and public sector opportunities for splash and water parks throughout the region.	Partner, Advocate	Advocate for private investment of these facilities at appropriate locations linked to commercial business arrangements to allow sustainable funding model to maintain the asset and renew when required.	Office of the CEO	✓	✓	✓	✓
3.16 – Weed Management								
BAU – Biosecurity Business Unit - To undertake invasive weed identification and inspections on private and public lands and to participate in the planning and supervision of invasive weed control works to ensure weed management or eradication occurs across the region.								
3.16.1	Review and further development the Weed Management Strategy	Deliver, Partner	Development of an Urban Weed Management Plan for adoption by Council.	Planning and Environment	✓	✓	✓	✓
3.16.2		Deliver, Partner, Advocate	Weed Management Priorities are communicated annually with the community.	Planning and Environment	✓	✓	✓	✓
3.16.3		Deliver	A reduction of priority weeds reducing over time.	Planning and Environment	✓	✓	✓	✓



A PLACE OF INCLUSION, CULTURE & WELLBING

A welcoming, healthy and diverse community that celebrates culture and history and is supported by accessible services.



Key partners

- Murrumbidgee Local Health Network
- NSW Health
- Transport for NSW
- South West Arts
- Yorta Yorta Nation
- Wamba Wamba Nation
- Various Community Groups
- Education providers

Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
4.1 – Signage across Council BAU – All Business Units – All business units will be responsible for review and updating the signage relevant to their business unit. BAU – Community Engagement and Communications Business Unit- will be responsible for signage template development.								
4.1.1	Develop a program to identify, upgrade and renew signs across Council.	Deliver	Review all signage, develop a plan and begin renewal or replacement of all old Council signage including entranceways signs to all communities & towns, old Wakool signage and old Murray Shire signage	Office of the CEO	✓	✓	✓	✓
4.2 – Formation of Networks - training and networking to fulfil social function and spark migration of ideas BAU – Community Services Business Unit - Monitor, develop and implement community service based programs across the region.								
4.2.1	Engage with Community Groups and develop social programs.	Deliver	Development of a Youth Forum	Community and Economic Development		✓		
4.2.2		Deliver	Continue to form community networks for training and networking, placed based gathering to fulfill social function and to spark migration of ideas.	Community and Economic Development	✓	✓	✓	✓
4.2.3		Deliver	Increase social interaction / library programs	Community and Economic Development	✓	✓	✓	✓
4.3 – Health and Wellbeing program options for all residents BAU – Community Services Business Unit - Monitor, develop and implement community service based programs across the region.								
4.3.1	Engage with Murrumbidgee Local Health Network and cross border equivalents.	Advocate	Advocate for health and wellbeing programs for all residents (all ages and demographics)	Community and Economic Development	✓	✓	✓	✓
4.4 – Provide programs for targeted community demographics BAU – Community Services Business Unit - Monitor, develop and implement community service based programs across the region.								
4.4.1	Develop after school programs, Youth engagement programs, computers for seniors etc	Advocate	Advocate for youth activities / youth group / youth centres in various locations across Council	Community and Economic Development		✓		
4.4.2		Deliver, Partner, Advocate,	Investigate the requirement for targeted community programs for various demographics. Deliver programs as identified	Community and Economic Development		✓	✓	✓
4.4.3		Advocate	Advocate for the implementation of an after-school care program for Mathoura	Community and Economic Development		✓		

Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
4.5 – Indigenous Recognition BAU – Economic Development and Tourism Business Unit – Ongoing development of partnerships with local indigenous groups and develop and foster relationships with Council to further embed culture with the region.								
4.5.1	Collaborative agreements with local indigenous nations developed	Deliver	Development of collaborative agreements with local indigenous nations. Establish twice yearly meetings with indigenous leaders.	Community and Economic Development		✓	✓	✓
4.5.2		Partner, Advocate	Ongoing support and advocacy for local indigenous sites and development of programs.	Community and Economic Development			✓	✓
4.5.3		Deliver, Partner	Develop and implement a Council Reconciliation Plan that increases indigenous recognition through Council practices	Office of the CEO				✓

4.5.4		Deliver, Partner, Advocate	Work with Aboriginal artists, musicians, storytellers, poets etc to assist with planning for and execution of events within Councils LGA	Community and Economic Development	✓	✓	✓	✓
4.6 – Regional History BAU – Economic Development and Tourism Business Unit - Ongoing development of partnerships with local historical groups and develop and foster relationships with Council to further embed culture with the region.								
4.6.1	Celebrate significant local history milestones and develop an ongoing calendar of milestones	Deliver	Facilitate investment and construction to showcase history, art and culture of the MRC area	Community and Economic Development				✓
4.6.2		Deliver	Continue to celebrate our regional history	Community and Economic Development	✓	✓	✓	✓

Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
4.7 – To attract quality staff to service community demands. BAU – Human Resources Business Unit – Ongoing monitoring and management of staff recruitment to meet the business requirements of Council.								
4.7.1	To attract quality staff to service community demands.	Deliver	Investigate RDA Riverina's 'Country Change' program to attract new residents	Office of the CEO	✓	✓		
4.7.2		Deliver	Actively recruit for specific roles within Council to service community demands and requirements	Office of the CEO	✓	✓	✓	✓
4.8 – Developing future leaders BAU – Human Resources Business Unit – Identification of up and coming leaders within Council, supporting their learning and development opportunities.								
4.8.1	Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program	Deliver	Redevelopment and ongoing review of MRC recruitment and advertising program	Office of the CEO	✓	✓	✓	✓
4.8.2		Deliver	Developing future leaders' program – Emerging leaders certificate (internal program as well as looking at cadet, work, trainee, school, apprenticeships etc)	Office of the CEO	✓	✓	✓	✓
4.8.3		Deliver	Ongoing development and use of skilled locals within S355 committees	Office of the CEO	✓	✓	✓	✓

Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
4.9 – Public Arts and Culture Projects BAU – Economic Development and Tourism Business Unit - Ongoing development of partnerships with local art groups and develop and foster relationships with Council to further embed art-based activities across Councils region.								
4.9.1	Develop a Public Arts and Culture Strategy	Deliver	Public Arts Strategy developed and implemented.	Community and Economic Development	✓	✓		
4.9.2		Advocate	Arts and Crafts Festival – various locations across Council	Community and Economic Development			✓	✓
4.9.3		Advocate	Actively advocate for Murals to be completed at various locations across Council	Community and Economic Development				✓
4.9.4		Advocate	Actively advocate for Silo Art projects to be completed at various locations across Council	Community and Economic Development	✓	✓	✓	
4.9.5		Deliver, Partner	Advocate for the Moama Bridge Arts Precinct – undertaken as part of the Meninya Street redevelopment project.	Community and Economic Development	✓	✓	✓	✓
4.9.6		Advocate	Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition	Community and Economic Development	✓	✓	✓	

4.10 – Regional Events								
BAU – Economic Development and Tourism Business Unit - Ongoing development of partnerships with local communities to develop local opportunities for events to be held across the region.								
4.10.1	Develop a Regional Events Strategy	Deliver	Regional Events Strategy developed and implemented.	Community and Economic Development			✓	
4.10.2		Partner, Advocate	Partner with various groups and Government Departments to bring events to regional locations across Council	Community and Economic Development	✓	✓	✓	✓
4.10.3		Partner, Advocate	Create ongoing opportunities for schools, community groups and businesses to develop events within the local community	Community and Economic Development	✓	✓	✓	✓
4.10.4		Advocate	Continue to support Community Markets – expand to new locations, live music, food trucks etc	Community and Economic Development	✓	✓		
4.10.5		Advocate	Community led 'indigenous language' classes for interested local community members	Community and Economic Development				✓

Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
4.11 – Community Health and Wellbeing Services including; Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).								
BAU – Community Services Business Unit - Monitor, develop and implement community service based programs across the region.								
4.11.1	Develop a Health and Wellbeing Strategy.	Deliver	Strategy developed and implemented	Community and Economic Development	✓	✓		
4.11.2	Continue to deliver the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council.	Deliver	Programs delivered in line with funding	Community and Economic Development	✓	✓		
4.11.3	Health Services	Advocate	Advocate for better promotion of mental health services at various locations across Council	Community and Economic Development		✓	✓	
4.11.4		Advocate	Advocate for Garden of Hope Mental Health Project	Community and Economic Development		✓		
4.11.5		Advocate	Advocate for increased availability of Doctors, Community and Rural Nurses, and associate services such as pathology, optometry, equipment hire and Ambulances for various locations across Council	Community and Economic Development	✓	✓	✓	✓
4.11.6	Aged Care Services	Advocate	Advocate for the ongoing investigation and support of local aged care, retirement, special needs, disability and assisted living housing across various locations across Council	Community and Economic Development		✓	✓	
4.11.7	Community Health	Deliver	Develop a program to recognise and address loneliness across the Council region.	Community and Economic Development			✓	
4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.								
BAU – Community Services Business Unit – Supporting and promoting community service-based programs across the region.								
BAU – Customer Service Business Unit – Actively providing linkages and access to Service NSW and Services Australia (Centrelink) to various locations across the region.								
4.12.1	Service Provision	Advocate	Advocate for community based mental health first aid courses to be run across various locations within the LGA	Community and Economic Development		✓	✓	
4.12.2		Advocate	Advocate for increased access to government services in smaller communities across Council - i.e. Service NSW, Services Australia	Community and Economic Development		✓		
4.12.3		Deliver	Increase information available relating to services provided and attended across the LGA including Medicare, Legal aid, Centrelink, Doctors, Service NSW, Services Australia.	Community and Economic Development			✓	
4.12.4		Advocate	Increase advocacy across the region in relation to Community Health Services	Community and Economic Development		✓	✓	



A PLACE OF PROSPERITY AND RESILIENCE

Champion business, innovation, and technology
to stimulate local economic development.



Key partners

- CSIRO and other research organisations
- Universities and Tafes
- Murray Regional Tourism Board
- Riverina Murray Destination Network
- Echuca Moama Tourism
- Tourism Industry Partners
- S355 Committees
- Community Groups
- Office of Local Government NSW
- Riverina and Murray Joint Organisation (RAMJO)

Theme 5 – Goal 1 – Encourage and support economic development across the region.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
5.1 – Development of Business Parks / industrial expansion. BAU – Special Projects Director – Seeks opportunities for new revenue streams to support the long-term financial sustainability of Council.								
5.1.1	Industrial Expansion	Deliver	Prepare a business case relating to the expansion of industrial land, business parks and business growth required across the region and implement the findings	Special Projects	✓	✓	✓	✓
5.2 – Commercial Investment Strategy. BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.2.1	Develop a prospectus of commercial investment opportunities	Deliver, Advocate	Develop and begin implementation of a Commercial Investment Strategy	Community and Economic Development			✓	✓
5.2.2		Advocate	Advocate for funding for aged care homes across the region	Community and Economic Development			✓	✓
5.2.3		Advocate	Advocate for increased transport links for local producers	Community and Economic Development			✓	✓
5.2.4		Advocate	Advocate for and encourage new and diverse industries to the region	Community and Economic Development	✓	✓	✓	✓
5.3 – Prepare an Employment Lands Strategy BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.3.1	Prepare an Employment Lands Strategy	Deliver	Prepare and implement an Employment Lands Strategy	Community and Economic Development		✓	✓	
5.3.2			Actions relocated to 5.10.1 – better alignment within CSP / DP					
5.3.3			Actions relocated to 5.10.1 – better alignment within CSP / DP					
5.3.4			Actions relocated to 5.10.1 – better alignment within CSP / DP					
5.3.5			Actions relocated to 5.10.1 – better alignment within CSP / DP					
5.3.6		Advocate	Continue to support and assist with Murray Connect project	Community and Economic Development		✓		
5.3.7		Deliver, Advocate	Continue to support and develop business opportunities across the region	Community and Economic Development	✓	✓	✓	✓
5.4 – Investigate alternative and renewable energy BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.4.1	Investigate alternative and renewable energy	Advocate	Advocate for various renewable energy projects underway and installed across the region	Community and Economic Development	✓	✓	✓	✓
5.5 – Chamber of Commerce BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.5.1	Chamber of Commerce	Advocate	Assist with marketing of local Chambers of Commerce / Progress Associations.	Community and Economic Development	✓	✓	✓	✓

Theme 5 – Goal 2 – Continue to develop strong and resilient communities.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
5.6 – Increased Educational opportunities BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.6.1	Review the education services available and required by our community including early childhood and adult community education.	Deliver, Partner, Advocate	Prepare a report and submit to Council on educational services available and required and advocate for the findings	Community and Economic Development				✓
5.7 – Development of a resilient economy BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.7.1	Develop Action Plans for each community to sit alongside the Adverse Events Plan which covers all of MRC.	Deliver, Partner, Advocate	Development and implementation of community actions plans	Community and Economic Development		✓	✓	✓

Theme 5 – Goal 3 – Promote and grow tourism across the region.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
5.8 – Promotion of local attractions BAU – Economic Development Business Unit - Support and grow the prosperity of our region by encouraging and identifying economic development opportunities, with a focus on tourism.								
5.8.1	Yearly Events Strategy and Marketing and Promotions Plan developed.	Deliver, Partner, Advocate	Prepare a yearly Events, Marketing and Promotion Plan taking into account community suggestions and innovation forums.	Community and Economic Development		✓	✓	✓
5.9 – Promote advantages to visit, live, work and invest BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.9.1	Live, Work and Play in River Country Project further developed and implemented.	Deliver, Partner, Advocate	Development and implementation of Live, Work and Play in River Country Project.	Community and Economic Development		✓	✓	✓
5.10 – Growing Tourism across the LGA. BAU – Economic Development Business Unit - Support and grow the prosperity of our region by encouraging and identifying economic development opportunities, with a focus on tourism.								
5.10.1	Develop an Economic Development and Tourism Strategy.	Deliver	Economic Development and Tourism Strategy developed and implementation has begun	Community and Economic Development	✓	✓	✓	
5.10.2		Deliver, Partner, Advocate	Increase signage in and around townships relating to tourism	Community and Economic Development	✓	✓	✓	✓
5.10.3		Advocate	Advocate for steam trains and replica train stations across the region	Community and Economic Development				✓

Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
5.11 – Innovation								
BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.11.1	Be engaged in innovation and technology platforms and networks.	Partner, Advocate	Investigate and undertake pilot programs – cropping	Community and Economic Development		✓	✓	✓
5.11.2		Deliver, Partner, Advocate	Work with neighbouring LGAs on implementing a shared services module	Corporate Services	✓	✓	✓	
5.12 – Research & Development (R&D)								
BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
5.12.1	Engage with universities and research institutions.	Partner, Advocate	Investigate and undertake pilot programs (including seeking funding sources) – cropping	Community and Economic Development		✓	✓	✓
5.12.2		Advocate	Consideration of opportunities to identify problem waste streams and implement circular economy options	Community and Economic Development				✓
5.12.3		Partner	Investigate options for Indigenous employment for trial projects	Community and Economic Development				✓



CONNECTED COMMUNITIES

Enable integrated, safe and reliable transport and advocate for communications infrastructure.



Key partners

- Transport for NSW
- Public Transport Victoria
- Local transport companies (bus, taxi, truck etc)
- NSW Health
- NBN Co
- Communication service providers

Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
6.1 – Cycle, foot and other pathways BAU – Works Business Unit – Ongoing development of new and upgrades to various paths across the region.								
6.1.1	Pathways Plan to be developed taking into account sensitive design of pathways to consider environmental factors, accessibility and amenity.	Deliver	Develop and begin implementation of a Pathways Plan for implementation across the LGA.	Infrastructure	✓	✓	✓	✓
6.2 – Improved and consistent road signage across the region. BAU – Works Business Unit – ongoing review and implementation of consistent road signage across the region.								
6.2.1	Develop a plan to focus on updating road and pathway signage across the region	Deliver	Develop and begin implementation of consistent and accurate signage across Council’s roads and pathways	Infrastructure	✓	✓	✓	✓
6.3 – Improved parking options & consideration of larger vehicles (caravan, boat, RV, trailer). BAU – Works Business Unit – Ongoing monitoring and maintenance of various parking locations across the region.								
6.3.1	Work with community to plan and deliver a parking options report and delivery plan for the whole of Council.	Deliver	Develop and begin implementation of parking options plan for all of Council.	Infrastructure		✓	✓	✓
6.4 – Local road & drainage options BAU – Works Business Unit - Ongoing monitoring and maintenance of kerb and guttering across the region.								
6.4.1	Develop and implement a roads and drainage program of works.	Deliver	Develop and begin implementation of roads and drainage program of works for all of Council which addresses community concerns and feedback	Infrastructure	✓	✓	✓	✓
6.4.2	Sensitive design of roads to consider environmental factors, accessibility and amenity.	Deliver, Partner, Advocate	Ensure Pework procedures are defined and developed to take into consideration Environmental and Heritage considerations	Infrastructure	✓	✓	✓	✓

Theme 6 – Goal 2 – Advocate for and facilitate reliable communications infrastructure.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
6.5 – Digital connectivity & communication infrastructure. BAU – Technology and Digital Services Business Unit – Ongoing monitoring and maintenance of Councils digital assets. Identification and implementation of upgrades required.								
6.5.1	Develop and implement a Digital Communication and Network Strategy.	Deliver,	Develop an Internal Digital Communication and Network strategy	Corporate Services	✓	✓		
6.5.2		Partner, Advocate	Create local partnerships to advocate for improved and up-to-date Digital Communications for the region	Corporate Services	✓	✓	✓	✓
6.5.3		Deliver, Partner, Advocate	Advocate for implementation of strategic outcomes across the LGA.	Community and Economic Development	✓	✓	✓	✓

Theme 6 – Goal 3 – Advocate for improved public transport.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
6.6 – Public Transport that connects towns BAU – Community Services Business Unit – Monitor and advocate for public transport opportunities that connect our townships and smaller villages across the region								
6.6.1	Develop a Public Transport Strategy and advocate for implementation.	Deliver, Partner, Advocate	Develop a Public Transport Strategy for our communities to become interconnected.	Community and Economic Development		✓		
6.6.2		Advocate	Advocate for improved public transport for our communities	Community and Economic Development			✓	✓
6.7 – Community Transport that connects our people. BAU – Community Services Business Unit - Support and grow the prosperity of our region by encouraging and identifying opportunities to better connect our communities and our people.								
6.7.1	Continue to deliver Community Transport options to a variety of community members.	Advocate	Continued use of Community Transport Services	Community and Economic Development		✓		
6.8 – Public Transport infrastructure BAU – Works Business Unit – Ongoing monitoring, maintenance and installation of public transport infrastructure such as seats and shelters.								
6.8.1	Work with state governments and local transport companies to improve service and infrastructure requirements	Advocate	Upgrade and installation of infrastructure as identified.	Infrastructure	✓	✓	✓	✓

Theme 6 – Goal 4 – Enable commercial transport and connection opportunities.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
6.9 – Truck Parking BAU – Works Business Unit – Ongoing monitoring and maintenance of truck stops across the region.								
6.9.1	Consult and apply for grant funding for upgrades and new truck parking sites.	Deliver, Partner, Advocate	Work with the community and Transport NSW to identify and develop new truck parking locations and upgrade existing locations as required across the region. Moama Township Plan (including Meninya Street precinct) Moama is the initial priority for MRC (subject to funding).	Infrastructure	✓	✓	✓	✓
6.10 – Major Road Upgrades BAU – Works Business Unit – Ongoing monitoring and maintenance of state and regional roads as required across the region.								
6.10.1	Road Asset Management Plan to deliver a financially sustainable road network across the LGA.	Deliver, Partner, Advocate	Road Asset Management Plan under continual renewal with a program of deliverable projects developed for roads across the region.	Infrastructure	✓	✓	✓	✓
6.10.2		Deliver, Partner, Advocate	Advocate to Transport NSW for upgrades to state and regional roads.	Infrastructure	✓	✓	✓	✓



TOMORROW'S TECHNOLOGIES

Ensure the region is well placed to embrace emerging and disruptive technologies such as Artificial Intelligence and Deep Learning.



Key partners

- NSW Environment Protection Authority
- NSW Department of Primary Industries
- Riverina and Murray Joint Organisation (RAMJO)
- NSW Department of Planning and Environment
- Western Murray Land Improvement Group
- CSIRO and other research organisations
- Universities and Tafes

Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
7.1 – Enable data access through a Geospatial Interface for internal and external users BAU – Business Intelligence Business Unit – Investigate and drive automation within Council systems using current and emerging technologies.								
7.1.1	Implement a Geospatial Information System (GIS).	Deliver	Development of databases with links to internal and external GIS systems.	Corporate Services	✓	✓	✓	✓
7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture. BAU – Business Intelligence Business Unit – Investigate and drive automation within Council systems using current and emerging technologies. BAU – Parks and Open Spaces Business Unit – Utilisation of drones in day-to-day noxious weed identification and eradication processes.								
7.2.1	Use automated data capture processes to capture additional sources of data and more detailed data.	Deliver	Investigate and implement automation and digitalisation of process (manual process) across Council’s operations.	Corporate Services	✓	✓	✓	✓
7.2.2	Embed mobile devices to capture field data using existing processes.	Deliver	Investigate mobile devices to capture field data using existing processes	Corporate Services			✓	✓
7.2.3	Use new technology and software to capture information.	Deliver	Implement drones to assist in identification of priority weeds	Planning and Environment			✓	✓
7.2.4		Deliver	Continue surveillance of new and emerging technologies to be incorporated in a timely manner.	Corporate Services	✓	✓	✓	✓
7.2.5		Deliver	Strategic Asset Management Plans supporting progressive development utilising emerging industry practises.	Corporate Services	✓	✓	✓	✓
7.3 – Apply data sources to improve corporate decision making. BAU – Technology and Digital Services business unit – Undertake custodianship of Council’s data including its security, analysis and use for decision making purposes. BAU – Parks and Open Spaces Business Unit – Utilisation of drones in day-to-day noxious weed identification and eradication processes.								
7.3.1	Automate the process of business decision making.	Deliver	Adopt deep learning and use of algorithms to manage data set and decision making in real time where possible	Corporate Services			✓	✓
7.3.2	Enable interoperability between internal and Smart City systems	Deliver, Partner	Implement data capture mechanisms at attractions to collect data relating to use of locations and collection of on-the-spot feedback	Corporate Services			✓	
7.3.3		Deliver	Use AI on recorded calls to provide feedback on customer satisfaction	Corporate Services			✓	
7.3.4	Better management of Biosecurity risks through the use of AI (data capture)	Deliver	Implement Artificial Intelligence to assist in the management of priority weeds	Planning and Environment			✓	✓
7.3.5	Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making.	Partner	Partnership in place and information is being used for effective decision making	Community and Economic Development				✓

Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
7.4 – Improve Housing Affordability BAU – Office of the CEO – Ongoing monitoring and advocacy for current and emerging technologies.								
7.4.1	Advocate for changes to BCA and Australian Standards to Permit 3D printed dwellings.	Advocate	Advocacy program undertaken to change BCA and Australian Standards to allow for 3D printing of houses.	Office of the CEO	✓		✓	
7.5 – Enable Smart Agriculture. BAU – Office of the CEO – Ongoing monitoring and advocacy for current and emerging technologies.								
7.5.1	Advocate for improved connectivity (bandwidth & speed) to facilitate smart agriculture.	Advocate	Advocacy plan is developed and delivered.	Office of the CEO	✓	✓	✓	✓
7.6 – Promote advanced technologies. BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.								
7.6.1	Support local business to access or develop and introduce advanced technologies.	Deliver	Business case to develop a technology hub completed.	Community and Economic Development				✓
7.6.2		Advocate	Continue to align strategic plans to future scenario planning	Community and Economic Development		✓	✓	✓
7.6.3		Advocate	Continue being an active member of advocacy groups to promote research and advancement	Community and Economic Development	✓	✓	✓	✓
7.6.4	Support local business to access or develop and introduce advanced technologies.	Advocate	Promote the region as a node for New Fibre Optic Network.	Community and Economic Development	✓	✓	✓	✓

Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
7.7 – Community based energy generation (Micro-grids). BAU – Special Projects Director – Seeks opportunities for new revenue streams to support the long-term financial sustainability of Council.								
7.7.1	Support community led energy generation enterprises.	Advocate	Support micro-grid developments across the region	Special Projects		✓	✓	✓
7.8 – Waste to Energy. BAU – Waste Business Unit – Keeps abreast of emerging information and requirements in relation to waste to energy obligations from NSW government.								
7.8.1	Maintain currency with EPA’s Energy from Waste Policy.	Deliver	Energy from waste is embedded in the Environmental Sustainability Strategy.	Office of the CEO				✓
7.8.2		Partner	Investigate feasibility and provide a report to Council on options for future use of the WW2 fuel storage area in Mathoura in relation to waste to energy uses on the site.	Planning and Environment			✓	

7.9 – Electric Vehicle charging stations. BAU – Economic Development Business Unit - Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.									
7.9.1	Align public infrastructure with customer and community requirements.	Deliver, Advocate, Partner	Explore options for external funding of EV charging stations to meet demand.	Community and Economic Development			✓		
7.9.2		Deliver	Prepare a charging station plan for installation locations for EV charging stations	Community and Economic Development			✓		
7.9.3		Deliver	Develop and begin implementation of an Electric Vehicle Strategy	Community and Economic Development			✓		
7.10 – Gradual retirement of vehicles with Internal Combustion Engines (ICE). BAU – Plant, Fleet and Stores Business Unit – Ensures Councils vehicle fleet is fit-for-purpose and takes into account emerging trends.									
7.10.1	Ensure Council’s vehicle fleet is fit-for-purpose.	Deliver	Business cases prepared for new Council’s vehicle purchases to ensure they are fit-for-purpose and meet the transition out of vehicles with ICE.	Infrastructure			✓	✓	✓
7.11 – Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements BAU – Special Projects Director – Seeks opportunities for new revenue streams to support the long-term financial sustainability of Council.									
7.11.1	Be prepared for more stringent biodiversity and carbon offset requirements.	Deliver	Investigate and develop a framework to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions.	Special Projects			✓	✓	✓

Theme 7 – Goal 4 – Monitor and assess emerging global technology trends.

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Directorate/s	Year 1	Year 2	Year 3	Year 4
7.12 – Be prepared to leverage emerging technologies for Economic & Community Development BAU – Office of the CEO – Ongoing monitoring and advocacy for current and emerging technologies. BAU – Economic Development Business Unit – Ongoing development of partnerships with local communities to develop interactive and interpretive tours and tourism locations across the region.								
7.12.1	Air Taxis	Advocate	Monitor the likely development of air taxis as an emerging mode of transportation.	Office of the CEO	✓	✓	✓	✓
7.12.2	Autonomous Vehicles	Partner, Advocate	Ensure funding is available as and when required for new infrastructure to facilitate Autonomous Vehicles (AV).	Office of the CEO			✓	✓
7.12.3		Deliver	Develop a Promotion and Advocacy Strategy for Autonomous Vehicles to deliver when required.	Office of the CEO			✓	✓
7.12.4	Use technology to create interactive / talking tours for our region.	Advocate, Partner	Investigate options and create a plan to develop interactive tours.	Community and Economic Development			✓	✓



murray river council

PO Box 906 Moama, 2731

murrayriver.nsw.gov.au

1300 087 004

