



murray river
council

ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

Tuesday, 26 March 2024

Table of Contents

9.1.6	Monthly Operational Report	
	Attachment 1 Monthly Operational Report - February 2024	5
9.2.2	Internal Audit Framework, Terms of Reference and Charter	
	Attachment 1 OLG - Guidelines for Risk Management and Internal Audit for Local Government in NSW - Nov 2023	167
	Attachment 2 Internal Audit Framework V#1	276
9.5.2	Draft Murray River Council Arts and Culture Strategy 2024-2034	
	Attachment 1 DRAFT MRC Arts and Culture Strategy	330

Councils are far more complex organisations than even those people who work in local government would believe. One of the most difficult things to achieve, when there are so many tasks and so many people working on them (spread over a wide area in MRC's case) is to ensure that there are no 'grey areas, oversights or overlaps'. Having the 'left hand know what the right hand is doing' is essential. It improves efficiency, reduces conflict, and ensures that we achieve more without wasting energy. It also reduces frustration for those doing the job and our customers alike.

Most of the public do not know what local government does, despite the fact they would all think they do. I cannot blame them, as it has taken me 39 years to get to the stage I think I know, and I work in local government as a Chief Executive Officer, so I am not surprised to regularly hear the following statement;

"There so many people in the office, I can remember when there was only the Shire Clerk and a couple of others, what do they do?" In Murray River Council's case, I also hear, "There were so many less staff prior to the amalgamation."

The simple answer is that local government's accountabilities have grown from roads, rates, and rubbish to this (long) list below. They are still growing. Most of the list covers legislated responsibilities, meaning, we have no choice. Others are things that if we did not manage, the cost escalation from risks incurred would far outweigh the perceived savings. It would come as a big surprise to most that there are very few 'nice to haves' in the list (things we do because we chose to, not because we have to).

The list of accountabilities local government is required to do is continually growing by stealth. State Governments take every opportunity to delegate as many responsibilities to local governments as possible; it's been named as 'cost shifting'. As an industry we have lobbied every year for decades for cost shifting to cease, to little avail. It has just happened again; local government has been handed the responsibility for Underground Petroleum Storage Systems (UPSS) which was the responsibility of the EPA. The ramifications of this are not known yet, however there is one fact that is known for sure, the State Government would not be shifting the responsibility of UPSS to local government if it were profitable!

As local government has no powers under the Constitution, we are likely to be the recipient of many other shifts of responsibility as well. Capped income, through rates pegging, severely limits local government to pass any extra costs on. Even if all costs were passed on there is a limit to which communities can afford to pay (in rates) or would be happy to pay anyway. Cost shifting and rates capping mean we must improve our effectiveness and efficiency at a rate at least equal to the task to remain viable and improve our prosperity.

It is a requirement of the Local Government Act (referred to in the industry as the Integrated Planning & Reporting Framework, or IP&R), that we report on how well we progress in delivering the 4 Year Delivery and 1 Year Operational Plan objectives twice per year. But as IP&R is linked to the Community Strategic Plan, which is very 'big picture', much of what we are actually required to do to keep Murray River Council running, is not captured. It is timely that we, as an organisation, document, and measure everything that we do. If you were to ask 'Mr. or Mrs. John and Joan Smith' they'd probably only be able to name ten percent of our accountabilities. Documenting what we are required to do is therefore essential.

I've said many times, "if you measure it, you can manage it, if you manage it, you can improve it. When you improve it, you can celebrate it!" Essentially the major drivers of this success will be how we manage people, money, and technological aspects of these 78 sub-programs, as follows:

- | | | |
|--|--|---|
| 1.Strategic direction and planning | 28.Social media & website | 55.Regulating premises |
| 2.Corporate relations & inter-governmental affairs | 29.Customer services | 56.Assessment |
| 3.Corporate planning and reporting | 30.Sport and recreation (passive & active) | 57.Built form compliance. |
| 4.Workforce planning | 31.Aquatic | 58.Environmental regulation |
| 5.Workforce culture | 32.Open Space Amenities | 59.Public health |
| 6.Workforce performance | 33.Feral pests | 60.Noxious plants |
| 7.Business Intelligence | 34.Tree management | 61.Roads & footpath enforcement |
| 8.Corporate communications | 35.Street and public domain lighting | 62.Illegal dumping |
| 9.Legal services | 36.Place (public domain) | 63.Domestic animal management |
| 10.Procurement & Tendering | 37.Information and knowledge management | 64.Transport (roads, bridges and airstrip) |
| 11.Internal audit | 38.Underground Petroleum Storage Systems | 65.Water supply, filtering and distribution |
| 12.Business continuity and risk | 39.Information technology and communications | 66.Sewer |
| 13.Disaster / emergency management | 40.Land and mapping information | 67.Waste management and recycling |
| 14.Workplace Health & Safety | 41.Business systems / solutions technology | 68.Storm water |
| 15.Community services | 42.Financial planning and management | 69.Natural waterways |
| 16.Tourism | 43.Human resources Management | 70.Property investments/divestments |
| 17.Arts and Culture | 44.Workers Compensation | 71.Private works |
| 18.Library's | 45.Project Management Office | 72.Cemeteries |
| 19.Community Grants | 46.Depot, store, fleet, plant & equipment | 73.Quarries |
| 20.Sponsorship | 47.Assets Management | 74.Cycleways, paths, and footpaths |
| 21.Economic Development | 48.Business support | 75.Crown lands (including Native Title) |
| 22.Road safety & Traffic Committee | 49.Civic | 76.Caravan Parks |
| 23.Community & Corporate Buildings | 50.Governance Land use planning | 77.Commercial Leases |
| 24.Community buildings hire | 51.Urban design | |
| 25.Community events | 52.Land use data management & mapping | |
| 26.Community engagement | 53.Land use reporting | |
| 27.Media, branding, marketing, and communications | 54.Heritage | |

This process is not as simple as allocating the 78 sub-programs to staff and then saying to them 'go forth and deliver'. Almost all the 78 sub-programs require long-term forward planning (strategy), they also require someone to 'own' the accountability (manager). They often require someone (usually a project manager) to augment, build or embellish whatever they need (deliver) in the first instance, and lastly, almost all will require ongoing day-to-day servicing (service). These are usually quite different personal attributes and skill sets; sometimes requiring a specialist. Even if they do not, they are often delivered in different times and quantities. For this reason, the accountabilities have been devolved into four generic types.

You will see abbreviations under the heading 'Officer', just to the right of the column titled '1 Year Operational Plan'. The prefix of the letters, S, B, P, or O refer to the following:

'S' accountability stands for *strategy*; where we need to be, what we need to achieve – the policy, direction, outcome and timing the organisation requires. The strategic accountability always rests with an executive staff member. (E.g., Chief Executive Officer or a Director.)

'B' accountability represents a *'business owner'*; the person who oversees the running of the activity, usually a manager or specialist. The 'owner' of the accountability will usually have staff reporting to them. People that share parts of an accountability have 'tasks' as you shouldn't have two people accountable for the one thing! There can be the same 'task' completed by many staff, but they all cannot have the 'accountability'. Only one person has the accountability on each level. (E.g., Works Manager looks after the 'business' of civil asset maintenance and is 'accountable' but has staff with specific 'tasks' to assist, such as grader operators who maintain unsealed roads. Each of whom has the 'task' of grading. Multiple grader operators have the same 'tasks', the works manager holds the 'accountability'.)

'P' accountability represents the person who develops, designs, delivers a project; this person works out how to augment changes, or delivers something – either tangible or non-tangible. (E.g., Governance Coordinator reviewing the customer service protocols (non-tangible), Project Manager building a bridge (tangible).)

'O' accountability represents the 'service'; the person with a service accountability that completes the activity on an ongoing daily, weekly, or regular basis. (E.g., processing invoices in accounts payable, working in the Water Filtration Plant, gardening in town streets, grading roads.)

The 78 sub-programs broken up into 'strategy, business management, projects and operating services' equates to over **1200 individual accountabilities**.

This further emphasises how important it is to align, measure, manage and subsequently improve the outcomes such that we can celebrate our effectiveness. Having access to a monthly reporting framework (this Monthly operational Report) will also greatly assist us to determine what resources we need to allocate, to whom, based on risk and council resolutions. This new monthly process will bring a higher level of transparency to our organisation. It will also mean we will become very familiar with what the community's expectations are, as represented in the 4 Year Delivery Plan and 1 Year Operational Plan, which will give us a much better chance to remain focused on our outcomes.

CONCLUSION

The only constant in life, is change. Every year our 'Operational Plan' will change. Every year more accountabilities will be thrust upon us by higher levels of government. Unless we adopt a 'continual management of change' system such as this, to run our organisation, that reviews how these accountabilities and capabilities are addressed and allocated, we will be constantly at risk. This 'system' will allow seamless and continual change.

Lastly, in adopting such a transparent and simple model we will be able to adjust our efforts using a *helicopter viewpoint* of the whole organisation, not just the various component parts. But most importantly, it will allow us to work better together. That will be an achievement in itself, and definitely worth celebrating!

Terry Dodds, PSM

Chief Executive Officer

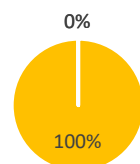
PART A: Section Accountabilities and Team Roles

CEO – Terry Dodds	Manager People – Rod Schubert	Manager Community Engagement – Zoe Croft	Manager Organisational Development – VACANT
<p>Acts as the primary link between Councillors and the organisation and is responsible for aiding Councillors in developing policy and strategy. Provides leadership to staff in achieving Council objectives. Oversees the financial management of the Council. Communicates and promotes Council's policies to the community it serves.</p> <p>Business Processes: Maintain the Business Integration and Reporting System and manage production stemming from the 4 Year Delivery Plan, and 1 Year Operational Plan requirements and other subsets.</p> <p>Organisation Culture: Lead a positive change in organisational culture.</p> <p>Financial Sustainability: Provide advice to council regards financial sustainability that aligns with the IP&R Framework.</p> <p>Economic Development: Strategise with Council on how to bring industries of the future, and subsequently improve the demographic spread, to our communities.</p> <p>Lifestyle Improvements: Maintain or improve the overall amenity of our towns, villages, and facilities (within budgetary constraints).</p> <p>Governance: Manage the overall governance of council as per the LG Act; business systems, policies, audits, and external parties.</p> <p>Project Management: Oversee project management disciplines and provide advice to council on risk.</p> <p>Accountability Framework: Continually develop and monitor the framework, its integration, and reporting.</p> <p>Financial Sustainability: develop both operational and strategic policies and provide advice to the council regards the avenues to improve our pre-set financial performance ratios (OLG).</p> <p>Network: Maintain currency of MRC's network with other organisations; NSW Country Mayors Association, Riverina & Murray Joint Organisation, Campaspe and Murray River Councils Cross Border Committee, Local Government NSW, Cross Border Commissioner, Office of Local Government.</p>	<p>The overall focus of Human Resources is not a thing we do in the business. It is the thing that runs our business.</p> <p>HR - High Level focus areas</p> <ul style="list-style-type: none"> • Recruitment and selection of all staff. • Retention of valuable employees. • Training, development, and education to promote individual success and increase the contribution to MRC of all employees. • Succession Planning • A safe and healthful working environment. • Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback. • Resources for administering compensation, benefits, policies, and procedures. • All aspects of performance management • HR data and metrics 	<p>The team will become a one-stop-shop for all things related to the engagement and education of our community. They will also focus on communicating with the community.</p> <p>Provide an internal Community engagement service to all portfolios of Council (assist in the development and implementation of engagement plans)</p> <p>Development and delivery of community education programs across all portfolios, to schools and community groups</p> <p>Ongoing development and management of Council's Your Say platform (Community Engagement platform)</p>	<p>This is a dedicated role that supports the MRC team by working ON the Business rather than IN the business.</p> <p>The Manager Organisational Development impacts the Organisational Climate by influencing the culture and business disciplines.</p> <p>Specifically, the role will implement tools and initiatives to support the 8 business drivers of</p> <ul style="list-style-type: none"> • Purpose • Alignment • Clarity • Trust (Empowerment) • Measurement • Manage • Improve • Celebrate. <p>The role will build relationships across all areas of the MRC, working closely with Manager of Business Intelligence, Manager People, and all other leaders.</p> <p>Examples: Delivery of the Accountability Framework and on-going support Monthly Operational Report Voice Project, Surveys and Working Parties Navigator Implementation</p>

Accountabilities		Accountabilities		Accountabilities		Accountabilities	
SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
S	Community Engagement and Communication	B	Talent Management	B	External Communications Development & Management	B	Workforce Culture
S	Civic Events, including Elections	B	Employment Law	B	Internal Communication	B	Workforce Planning
S	Councillors	B	Training, Development and Mandatory Competencies	B	Council Branding & Corporate Image	B	Accountability Framework
S	WHS and Staff Wellbeing	B	Workcover & RTW	B	Community Engagement	B	Monthly Operating Report
S	Community Strategic Plan	B	Volunteer Program	B	Website and Intranet	B	Corporate Change Management
S	Workcover and RTW	B	Workforce Performance	B	Social Media	O	Corporate Change Management Advice and Support
S	Intergovernmental Relations	B	Onboarding and Induction	B	Community Education	O	Monthly Operating Report Deliver
S	3D Printing	B	WHS Programs	P	Strategic Planning	O	Accountability Framework
S	Emergency Management Planning and Response (LEMO)	B	Succession Planning	P	Social Media	O	Integrated Planning and Reporting
S	Human Resources	B	Staff Professional Registrations/Accreditations & Membership	P	Community Education	O	Workforce Culture
S	Workforce Initiatives	B	Employee Relations	P	Community Engagement		
B	Intergovernmental Relations	B	Recruitment and Selection	O	Your Say Website		
B	Councillors	B	Reward and Recognition	O	Community Strategic Plan		
B	Civic Events	B	Remuneration Management	O	MRC Community Stakeholder Engagement		
B	Election Coordination	B	Uniforms	O	Community Education		
B	Emergency Management Response and Planning as per Consequence Management Plans (LEMO)	B	Staff Education				
B	Mayoral Revenue Taskforce	B	Industrial Relations				
P	4 Year Strategic Plan	B	Dispute Resolution				
		B	Staff Health and Wellbeing				
		O	Staff Health & Wellbeing				
		O	Uniforms				

PART B: 4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery



■ Green ■ Amber ■ Red

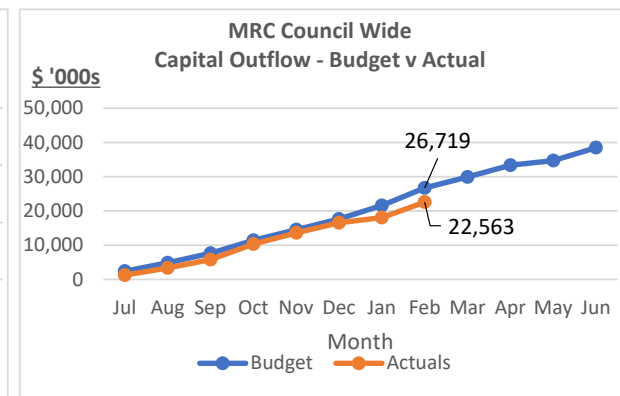
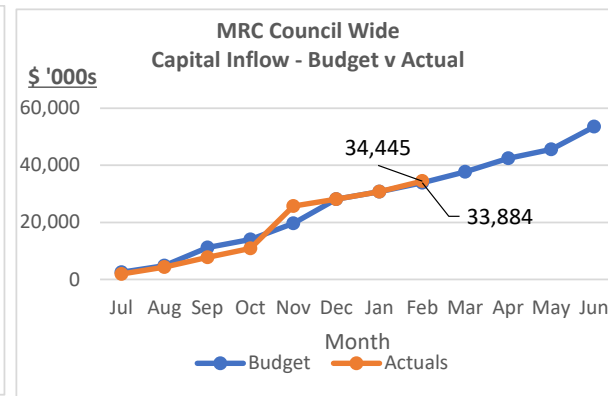
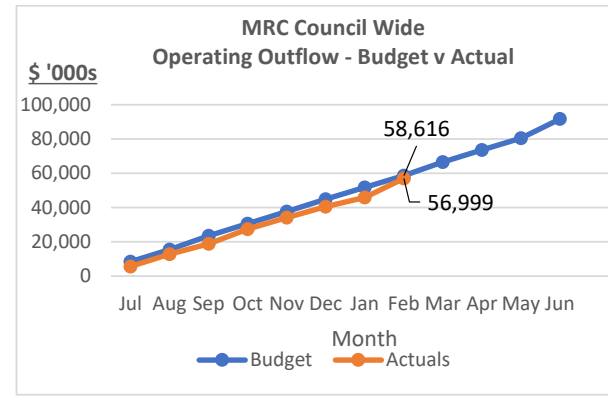
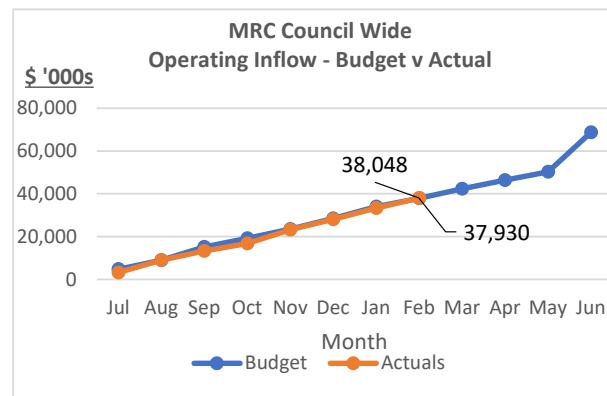
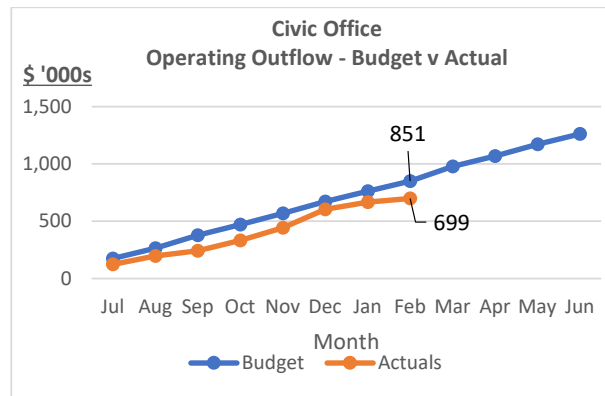
Under the 4-year Delivery Plan and the Accountabilities Framework, the Civic Office manages the Administration’s overall; corporate performance and corporate affairs; public and intergovernmental relations; media, marketing, and external communications; the reporting frameworks; community advocacy; mayoral and councillor support; the management of human capital; and business systems.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 2 – Goal 2 – Continue to be a trusted and ethical leader that leads by example									
2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy. (S CEO)	Partner, Advocate	(DP 2.5.2) Partnering with community and businesses to achieve positive community outcomes	B: CEO O: CEO	✓	✓	✓	✓	(Refer to June 2022 MOR for 2021/2022 updates). Liaison with Campaspe Shire Council to facilitate the fifth (5th) Cross-Border Councillor Meeting which will focus on digitalisation of tourism information. Country University Campus joint project between Hay, Edward River, Berrigan, and Murray River Councils at the Federal grant application stage. There are 26 areas the Federal Government has funds to support. Not yet named. <i>Business case completed.</i> Liaison with Berrigan, Edward River Councils and GHD (NSW Gov consultancy) continues regarding the Regional Drought Resilience Plans towns project. Council attended the NSW Country Mayors (NSWCM) Association meeting, 4 August, to speak to a motion regarding NSWCM supporting MRC in our advocacy efforts to introduce legal mechanisms to reduce land banking. Council met with CUC Chair and CEO 7 Sept to show CUC through the Martin Street facility, which forms the basis of council’s grant application. Regional Drought Resilience – face to face meetings arranged in Wakool, Moulamein, and Barham. Dates TBC.	●

murray river council Monthly Operational Report – February 2024 Civic Office

	Deliver	(DP 2.5.4) Define internal and external services and responsibilities of what Councils is and is not responsible for.	B: CEO O:MCE	✓	✓		Completed 2012/2022: see CSP (with amendments).	●
Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community)								
4.5 – Indigenous Recognition								
Collaborative agreements with local indigenous nations developed (S CEO)	Deliver, Partner	(DP 4.5.3) Develop and implement a Council Reconciliation Plan that increases indigenous recognition through Council practices	B: CEO P: MP O: HRC	✓	✓	✓	(Refer to June 2022 MOR for 2021/2022 updates on employment strategy and delivery). Phase 2 yet to commence. <i>Council has been engaging with Mr. Rowan Jayasuriya, COO Chief Operating Officer & Acting CEO of the Yorta Yorta Nation Aboriginal Corporation during January to discuss partnering; Meninya Street. Face-to-face meetings are planned at time of writing (2-2-24). Once it is understood what the aspirations of Yorta Yorta are, and a potential alignment with the Meninya Street Precinct Plan a report will be presented to the council.</i>	●
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.								
7.4 – Improve Housing Affordability								
Advocate for changes to BCA and Australian Standards to Permit 3D printed dwellings. (S CEO)	Deliver, Partner	(DP 7.4.1) Advocacy program undertaken to change BCA and Australian Standards to allow for 3D printing of houses.	B: CEO O: CEO	✓		✓	(Completed. Refer to June 2022 MOR for 2021/2022).	
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities								
7.5 – Enable Smart Agriculture								
Advocate for improved connectivity (bandwidth & speed) to facilitate smart agriculture. (S CEO)	Advocate	(DP 7.5.1) Advocacy plan is developed and delivered.	B: CEO O:DCD	✓	✓	✓	Council has brought to the attention of telecommunication providers the difficulty certain areas in Moama and Mathoura users are having, including advocating our needs to NSW Premier. Further meetings with representatives from NBN’s Regional Connectivity Program and Telstra, occurred on 11 July, to advocate to improve Moulamein, Wakool, Moama, and Mathoura digital connectivity. New grant application (via Telstra) progressing. <i>Telstra and the NBN have been successful in receiving grants for telecommunication improves across the council area in multiple locations. Both entities will be presenting to the council on the 9th of April.</i>	●
Theme 7 – Goal 4 – Monitor and assess emerging global technology trends								
7.12 – Be prepared to leverage emerging technologies for Economic & Community Development								
Air Taxis (S CEO)	Advocate	(DP 7.12.1) Monitor the likely development of air taxis as an emerging mode of transportation.	B: CEO O: DCED	✓	✓	✓	The Wisk company is bringing its self-flying, electric air taxis to the 2032 Olympic and Paralympic Games in Brisbane, signing a Memorandum of Understanding with the Council of Mayors Southeast Queensland (“Council of Mayors”). The two organisations will work together to introduce a safe, sustainable, and scalable autonomous air taxi service to Southeast Queensland. <i>China certified air taxis in Sept ’23 as safe. Other companies are developing their own eVTOLs, with Germany’s Volocopter aiming to have a working product available at the 2024 Paris Olympics, but EHang (Chinese company) is positioned to start commercial operations first. Huazhi Hu, chairman and CEO of EHang, said the certificate issued by the Chinese airline authority shows the vehicle is qualified for passenger flight and marks “a significant chapter in civil aviation history”. On 17 Oct, ’23 it was reported that Dr Tony Webber, CEO of Airline Intelligence and Research, said he believes Australia will have businesses operating vertical flight transport within two years.</i>	●
Autonomous Vehicles (S CEO)	Partner, Advocate	(DP 7.12.2) Ensure funding is available as and when required for new infrastructure to facilitate Autonomous Vehicles (AV).	B: CEO O:MF			✓		
	Deliver	(DP 7.12.3) Develop a Promotion and Advocacy Strategy for Autonomous Vehicles to deliver when required	B: CEO O:MPFS			✓		

PART C: Financial Outcomes



PART D: Project Status

The 'Sustainable MRC' project is progressing. Adjustment of service levels and operational expense is being assessed which will then be presented to the council for determination and instruction.

PART E: Business as Usual

The most concerning issue facing local government at present is the review by IPART into local government financial sustainability. There is ALWAYS an ulterior motive behind any investigation, survey, or talk-fest. My fear is that, just like the two previous sustainability investigations*, the government will cherry-pick the recommendations that suit, and anything that's a bit damning it will whitewash. (*'LG Grants commission Report (1977)', and the 'Inquiry into the financial Sustainability of NSW Local Government (2006)').

The ONLY recommendation adopted and seriously pursued from both enquiries was 'greater resource sharing,' which precipitated the Fit-For-The-Future audit, amalgamations, and finally compulsory membership of Joint Organisations. The latter two not delivering the savings heralded by the government of the day.

LG Grants Commission Report (1977)

- the property tax is an inadequate source of revenue to meet all the demands to provide services that extend far beyond those relating to property
- increasing trend for communities to look to their councils to provide a range of social, cultural and recreational services that are far in excess of what a rate on land can support
- Government foreshadowed intention to pay rates on certain crown lands
- introduced per capita component to ensure all councils received FAG (min 30%)

Inquiry into the Financial Sustainability of NSW Local Government (2006)

- relationship with higher tiers of government
- huge backlog in infrastructure renewals
- devolved government social and environment agenda
 - no or low \$ recompense (cost shifting)
- expectations of higher standards of service, and public assets, that people increasingly demand of their councils
 - retirees moving to coastal and inland regional centres
 - sea- and tree-changers used to city standards
- maintaining existing service commitments, yet manage huge infrastructure bill
- rural councils will only survive with increased grant funding
- constraints on rate income
- restoring public faith in the development control process
- overcoming skills shortages
- greater resource sharing
- tools such as performance benchmarking

The Terms of Reference mentions budgeting... Council's haven't got an issue with budgeting; our issue is with income. Commonly referred to by Katrina Humphries (former mayor of Moree Plains and NSW Country Mayors Chair), as 'financial asphyxiation by stealth.'

Moreover, the last thing we need, is more red tape which will add, not subtract, from our woes. (E.g. The two major changes to the Internal Audit and Risk Committee - cost escalation since 'Botany' (theft of millions by their CFO) and other councils erred and the subsequent Government overreaction.) The sleight of hand that occurred with the loss of the 1.6% normalisation figure (with the rates cap) between IPART's 'draft' and the final report and subsequent adoption doesn't give me much faith.

Council has sought the assistance from Local Government NSW to advocate on our behalf. In addition, council has written to the Chair-of-Chairs of the Joint Organisations of Councils (thirteen Joint Organisations) and a representative on the Board of Local Government NSW. All three agree with council's sentiments.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			●●●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
				●●●

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Mayoral Minute - Cost Shifting onto Local Government	030224	RESOLUTION 030224 Moved: Cr Frank Crawley	Crawley, Frank

That:

1. Council receive and note the findings of the LGNSW Cost Shifting report for the 2021/2022 financial year; and
2. A copy of the cost shifting report be placed on Council's website so that our communities can access it; and
3. Council write to the Premier, the NSW Treasurer and the NSW Minister for Local Government seeking that they urgently seek to address these costs through a combination of regulatory reform, budgetary provision and appropriate funding

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Monthly Operational Report	100224	<p>RESOLUTION 100224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That the Monthly Operational Report as of January 2024 be received and the information noted by the Council.</p>	Dean, Courtney
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Sundry Delegates Report	260224	<p>RESOLUTION 260224</p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Sundry Delegates Report of the Mayor and Councillors for the period 1 January 2024 through to 31 January 2024 be received and the information noted by the Council; and reasonable out of pocket expenses be met by Council.</p>	Leyonhjelm, Lindy
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Correspondence Report	250224	<p>RESOLUTION 250224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That the Correspondence Report be received and the information noted by the Council.</p>	Leyonhjelm, Lindy
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Confirmation of Minutes - Ordinary Meeting held on 23 January 2024 of Murray River Council	020224	RESOLUTION 020224	Leyonhjelm, Lindy

Moved:	Cr Kron Nicholas
Seconded:	Cr Geoff Wise
That the minutes of the Ordinary Meeting of Murray River Council held on 23 January 2024 be confirmed as a true and correct record.	
CARRIED	

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Resolutions of the Council - Resolution Tracker & InfoCouncil Action Reports	060224	<p>RESOLUTION 060224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Council resolve to receive and note the status of previous resolutions of Council (in open and closed Council) contained in the Monthly Operation Report including the Resolution Tracker Reports.</p>	Leyonhjelm, Lindy
CARRIED				

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Mayoral Minute - for Council meeting 27 February 2024	040224	<p>RESOLUTION 040224</p> <p>Moved: Cr Frank Crawley</p> <p>That it be noted that Councillors have little confidence in Cr Thomas Weyrich's ability to adhere to the Councillor Code of Conduct and request him to either:</p> <p>(a) At an open Council meeting, apologise unreservedly to his fellow councillors and staff for his behaviour, commit to training on the Councillor Code of Conduct and guarantee that he will adhere to the Councillor Code of Conduct.</p> <p>OR</p> <p>(b) resign from Council immediately.</p> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Dennis Gleeson, Kron Nicholas and Geoff Wise</p> <p><u>Against:</u> Nil</p>	Crawley, Frank
CARRIED 5/0				
CARRIED				

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Recommendation for the sale of 44 Nyang Street, Moulamein	290224	<p>RESOLUTION 290224</p> <p>Moved: Cr Geoff Wise</p>	Godfrey, Chris

Seconded: Cr Dennis Gleeson

That Murray River Council (Council) resolve to authorise the Chief Executive Officer (CEO) to undertake the necessary activities, including the entering into and signing of the required contractual arrangements to sell the land identified as Lot 1 DP 810764 and attached residential building (the property), through an open market approach of Competitive Direct Sale, as suggested in the attached Valuation Report.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Motion for Submission to National General Assembly ALGA conference 2024 - Councillor Remuneration	090224	<p>RESOLUTION 090224</p> <p>Moved: Cr Kron Nicholas</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council calls on Australian Local Government Association to resolve at the National General Assembly that the Federal Government implement remuneration requirements of Councillors:</p> <p>A. to be even across all states and across all council categories of councils (metropolitan, regional rural etc.); and</p> <p>B. they be set at a level that enables elected councillors devote a substantial amount of time (at least ½ FTE) to undertake council matters.</p>	Leyonhjelm, Lindy
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Motion for Submission to National General Assembly ALGA conference 2024 - review the land rezoning processes with a view to reduce duplication with state government agencies and give decision making power back to Local Government to reduce red tape and housing delays.	080224	<p>RESOLUTION 080224</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Geoff Wise</p> <p>That Council calls on Australian Local Government Association at the National General Assembly to seek that the Federal Government review the land rezoning processes with a view to reduce duplication with state government agencies and give decision making power back to Local Government to reduce red tape and housing delays.</p>	Leyonhjelm, Lindy
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Motion for Submission to National General Assembly ALGA conference 2024 - restoration of the Federal Assistance Grants	070224	<p>RESOLUTION 070224</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council calls on Australian Local Government Association at the National General Assembly to seek that the Federal Government to restore the Federal Assistance Grants to 1% of Commonwealth taxation revenue.</p>	Leyonhjelm, Lindy
				CARRIED

murray river council Monthly Operational Report – February 2024 Civic Office

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Notice of Motion - Discussion to split LGNSW to Shires Association of NSW & Local Government Association of NSW	160124	<p>RESOLUTION 160124</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council advocate through RAMJO, NSW Country Mayors, and other local government entities, to demerge from the Local Government NSW association reverting to the Shires Association of NSW and Local Government Association of NSW to allow rural issues to be represented to government more robustly.</p> <p style="text-align: right;">CARRIED</p>	Weyrich, Thomas

Council resolutions outstanding outside 3 months

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

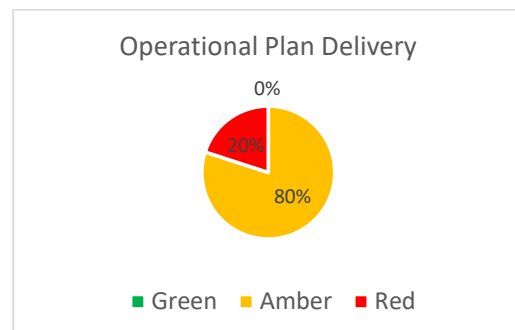
PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

*The IPART inquiry into local government financial sustainability brings **significant risks and opportunities**. Based on the actions of previous governments after the exact same enquiries (1977 and 2006), the risk is that the government has ulterior motives. This was evidenced post the 2006 enquiry where the only recommendation (seriously) adopted was 'greater resource sharing,' which precipitated the Fit-For-The-Future audit, amalgamations, and finally compulsory membership of Joint Organisations. The latter two not delivering the savings heralded by the government of the day.*

PART A: Section Accountabilities and Team Roles

Manager Community Engagement – Zoe Croft		Communications Coordinator																																																																	
<p>The team will become a one-stop-shop for all things related to the engagement and education of our community. They will also focus on communicating with the community.</p> <p>Provide an internal Community engagement service to all portfolios of Council (assist in the development and implementation of engagement plans)</p> <p>Development and delivery of community education programs across all portfolios, to schools and community groups</p> <p>Ongoing development and management of Council’s Your Say platform (Community Engagement platform)</p> <p>Schools & community education program delivery – What waste goes where (kinder program)</p> <p>Development and assistance with implementation of Community Engagement Plans (FOGO kerbside collection rollout)</p> <p>Assist with development of Community Strategic Plan.</p>		<p>The coordinator is responsible for communicating with our community.</p> <p>Provide an avenue for all media enquiries (internal and external)</p> <p>Communication support to all portfolios including collateral development (graphic design), and engagement/information campaign development (social media/media releases/surveys etc)</p> <p>Development of speeches as required</p> <p>Development and management of Councils Website</p> <p>Media releases</p> <p>Website development</p> <p>Social media posts</p>																																																																	
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Community Strategic Plan</td></tr> <tr><td>B</td><td>External Communications Development & Management</td></tr> <tr><td>B</td><td>Internal Communication</td></tr> <tr><td>B</td><td>Council Branding & Corporate Image</td></tr> <tr><td>B</td><td>Community Engagement</td></tr> <tr><td>B</td><td>Website and Intranet</td></tr> <tr><td>B</td><td>Social Media</td></tr> <tr><td>B</td><td>Community Education</td></tr> <tr><td>P</td><td>Stakeholder Engagement for Strategic Planning</td></tr> <tr><td>P</td><td>Social Media Development</td></tr> <tr><td>P</td><td>Community Engagement</td></tr> <tr><td>P</td><td>Community Education</td></tr> <tr><td>O</td><td>Your Say Website</td></tr> <tr><td>O</td><td>Community Strategic Plan</td></tr> <tr><td>O</td><td>MRC Community Stakeholder Engagement</td></tr> <tr><td>O</td><td>Community Education</td></tr> </tbody> </table>		SBPO	Accountability	B	Community Strategic Plan	B	External Communications Development & Management	B	Internal Communication	B	Council Branding & Corporate Image	B	Community Engagement	B	Website and Intranet	B	Social Media	B	Community Education	P	Stakeholder Engagement for Strategic Planning	P	Social Media Development	P	Community Engagement	P	Community Education	O	Your Say Website	O	Community Strategic Plan	O	MRC Community Stakeholder Engagement	O	Community Education	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>External Communications</td></tr> <tr><td>P</td><td>Website Development</td></tr> <tr><td>P</td><td>Election Communications</td></tr> <tr><td>P</td><td>Branding and Corporate Image</td></tr> <tr><td>P</td><td>Internal Communications</td></tr> <tr><td>O</td><td>Corporate Advertising</td></tr> <tr><td>O</td><td>Council Branding and Corporate Image</td></tr> <tr><td>O</td><td>Internal Communication</td></tr> <tr><td>O</td><td>External Written Communication</td></tr> <tr><td>O</td><td>Community Newsletter</td></tr> <tr><td>O</td><td>Council Publications internal printing services</td></tr> <tr><td>O</td><td>MRC Social Media</td></tr> <tr><td>O</td><td>MRC Media Management</td></tr> <tr><td>O</td><td>MRC Website</td></tr> </tbody> </table>		SBPO	Accountability	P	External Communications	P	Website Development	P	Election Communications	P	Branding and Corporate Image	P	Internal Communications	O	Corporate Advertising	O	Council Branding and Corporate Image	O	Internal Communication	O	External Written Communication	O	Community Newsletter	O	Council Publications internal printing services	O	MRC Social Media	O	MRC Media Management	O	MRC Website
SBPO	Accountability																																																																		
B	Community Strategic Plan																																																																		
B	External Communications Development & Management																																																																		
B	Internal Communication																																																																		
B	Council Branding & Corporate Image																																																																		
B	Community Engagement																																																																		
B	Website and Intranet																																																																		
B	Social Media																																																																		
B	Community Education																																																																		
P	Stakeholder Engagement for Strategic Planning																																																																		
P	Social Media Development																																																																		
P	Community Engagement																																																																		
P	Community Education																																																																		
O	Your Say Website																																																																		
O	Community Strategic Plan																																																																		
O	MRC Community Stakeholder Engagement																																																																		
O	Community Education																																																																		
SBPO	Accountability																																																																		
P	External Communications																																																																		
P	Website Development																																																																		
P	Election Communications																																																																		
P	Branding and Corporate Image																																																																		
P	Internal Communications																																																																		
O	Corporate Advertising																																																																		
O	Council Branding and Corporate Image																																																																		
O	Internal Communication																																																																		
O	External Written Communication																																																																		
O	Community Newsletter																																																																		
O	Council Publications internal printing services																																																																		
O	MRC Social Media																																																																		
O	MRC Media Management																																																																		
O	MRC Website																																																																		

PART B: 4 Year Delivery Program and 1 Year Operational Plan

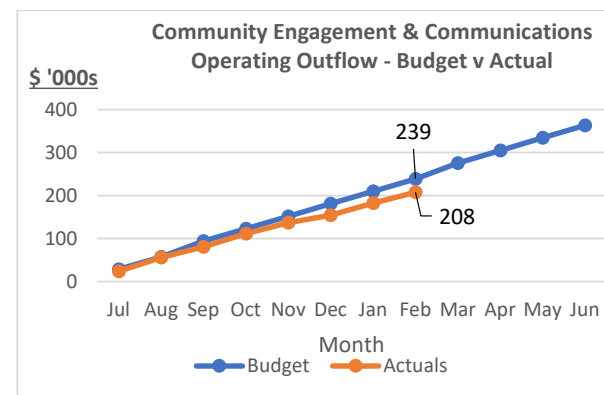


Under the 4 year Delivery Plan, the Community Engagement and Communication Section relates to: community engagement, community and schools education, branding, marketing and general communications. The Office of the CEO directly oversees the delivery of these outcomes

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 1 – Goal 4 - Increased awareness and education for environmental sustainability									
1.8 – Develop an education program focusing on Council Services									
Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities. (S CEO)	Deliver, Partner	(DP 1.8.1) Develop an education program focusing on Council service - Sustainability - Rare and Endangered species	B: MCE P: MCE O: MCE		✓	✓	✓	Oct – preparation work began on the SRV application and community education and engagement program. Sust MRC program continued with internal staff training. Aug - Sustainable MRC project public launch occurred in Murray Matters (Aug 2023 edition). Project is being soft launched due to longevity of project. Focus will be on terminology education until the end of 2023, before further information about surplus asset disposal to be released approx. March 2024. Jul - Initial preparation for the Working towards a Sustainable MRC project have begun (video, launch for all staff at training day, YourSay Page). Public launch of project to occur in August	●
	Deliver, Partner	(DP 1.8.2) Develop an education program focusing on Council service - Water efficiency, Water Security and impacts on source water	B: MCE P: MWS O: MCE	✓	✓	✓	✓	Oct – Booking for Term 1 2024 for Water efficiency program (Moama Preschool). Sept – Using Water Wisely education session undertaken at Insight Early Learning Preschool (Moama)	●
	Deliver	(DP 1.8.3) Develop an education program focusing on Council service - Sewer systems	B: MCE P: MWS O: MCE				✓		
	Deliver	(DP 1.8.4) Develop an education program focusing on Council service - FOGO, Waste and Recycling	B: MCE P: MWC O: MCE	✓	✓	✓	✓	Oct – Booking for Term 1 2024 for What Waste Goes where program (Moama Preschool). Sept – What Waste Goes Where education session undertaken at Mathoura Preschool Aug – What Waste Goes Where education session request received from Mathoura Preschool – session to be undertaken in Sept 2023. Moama Landfill Cell 5 project update on website Jul - Results of FOGO audit provided to community – updated education on Food waste in green bin not red bin	●
	Deliver	(DP 1.8.5) Develop an education program focusing on Council service - Illegal activities	B: MCE P: MWC O: MCE	✓	✓	✓	✓	Sept – Fire Hazard Reduction Program rolled-out for 2023 – ref MOR19 for further details.	●
	Deliver, Partner	(DP 1.8.6) Develop an education program focusing on Council service - Weeds and biosecurity	B: MCE P: PGOSB O: MCE	✓	✓	✓	✓	Oct – additional Boxthorn education sessions provided by Biosecurity Team – ref MOR18 for further details. Sept – Boxthorn education session provided by Biosecurity team – ref MOR18 for further details. Jul - Joint training session held to upskill NSW National Parks team relating to invasive weeds – ref MOR18 for further details	●
	Deliver	(DP 1.8.7) Develop an education program focusing on Council service - Geospatial	B: MCE P: MSA O: MCE				✓		
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers									
2.6 – Improve externally provided information and communication.									
Further develop and enhance public communication materials. (S CEO)	Deliver	(DP 2.6.1) Update and improve external community information pathways including - Website and online webforms - Your Say Portal - Use community noticeboards - Mobile library	B: MCE P: CC O: MCE	✓	✓	✓	✓	Aug – updates on website – updated pdf bill (in new bill format), updated information relating to new billing system Jul - Website updates – new billing system, Mobile Library calendar. Jan – requested by community during Boil Water Advisory better notification to community member via SMS or email. Under investigation	●

		<ul style="list-style-type: none"> - Increase online and offline event frequency to communicate and drive outcomes - Snap Send Solve - Continue digitisation of externally available services 							
	Deliver	(DP 2.6.2) Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council's Community Engagement Framework)	B: MCE P: CC O: MCE	✓	✓	✓	✓	Ongoing development of website, flyers, social media posts to ensure they incorporate plain english and graphics to assist with readability.	●
	Deliver	(DP 2.6.5) 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) 	B: MCE P: CC O: CC			✓		Web-based payment being investigated currently (July 2023)	
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.8 – Community and Council collaboration									
Increased interaction with Communities. (S CEO)	Deliver	(DP 2.8.1.) 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). 	B: MCE P: MCE O: MCE	✓	✓			Dec – Report was received by Council at the Dec 2023 Council meeting. Updated DP to be produced and will be placed online during Jan 2024. Nov – Amendments to the Delivery program for the 2023-24 FY were submitted for review at the Oct 2023 Council meeting – amendments are currently on display with a report due outlining the findings to Council in Jan 2024. DP implementation reported monthly via MOR reports from Business Unit Managers. Community Engagement Strategy and Policy revised and adopted by Council (April 2023). Ongoing development of options to increase engagement being investigated.	●
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.9 – Community Engagement Framework									
Further development and implementation of Councils Community Engagement Framework. (S CEO)	Deliver	(DP 2.9.1) Review and update the existing Community Engagement Framework ensuring the framework is embedded into Council's operations	B: MCE P: MCE O: MCE	✓	✓	✓	✓	Councils Community Engagement Policy and Strategy updated draft versions were submitted to Council's February 2023 meeting. The documents were placed on public display for review and public comment as per the requirements of the IP&R Framework. No comments were received. Community Engagement Plans and Communication Plans are embedded into Council's Project Management Framework. Further training will be undertaken across Council. More Project Managers are using the plans.	●
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.10 – Community Engagement Toolkit									
Further development and implementation of Councils Community Engagement Toolkit. (S CEO)	Deliver	(DP 2.10.1) Develop overarching engagement toolkit and implement engagement tools into Council processes	B: MCE P: MCE O: MCE	✓	✓	✓	✓	Ongoing discussions have been held internally to look at the requirements of the toolkit and formats of tools to support staff to implement. Discussion and template development are ongoing. <ul style="list-style-type: none"> - Bridge Lift template – change of public notification process to ensure no private information released to public. - Road works or Road based emergency notifications template - Water planned works template - Emergency Water outage template - Sewer works template - Recruitment Pull up banners template for display - MRC Internal Engagement Activities Logistics and Equipment Plan Template 	●

PART C: Financial Outcomes



PART D: Project Status

Working Towards a Sustainable MRC

This project follows on from the Revenue Task Force and Land and Buildings Asset Rationalisation Projects which were completed in March 2023 – Stage 1 project closure and hand over to Stage 2 noted in August 2023 MOR11 Strategic Assets. The main reporting tool for this project will be within MOR26 (from September 2023 reporting period). The project status noted here will directly relate to the communications and community engagement elements of the project. The project is known internally as the Sustainable MRC or Sust MRC project.

Project timeline (Comms and Engage)

April – July 2023 – assist with the development of the Sustainable MRC cartoon video. External service provider to complete the video and voice over. MRC to provide baseline information for script and ideas for imagery. Development of the project page on Your Say Murray River.

27 July 2023 – introduction of the Working Towards a Sustainable MRC project to All Staff (at the All-Staff training day). A3 flyer provided to all staff outlining the story and key information points.

August 2023 – ongoing information sharing with All Staff, input sought from All Staff for development of Frequently Asked Questions (FAQ's), development of FAQ's (to be publicised Sept 2023). Creation of business cards for All Staff to provide to community members to assist with education of the project (to be distributed September 2023).

September 2023 - ongoing information sharing with All Staff, face-to-face education sessions held across the business (Moulamein, Barham, Moama) to upskill staff about the Sustainable MRC project, what the history is, what the next steps are, understanding of confidentiality and timeliness of information to be released to the public.

October 2023 - ongoing information sharing with All Staff, face-to-face education sessions held across the business (Moama, Mathoura,) to upskill staff about the Sustainable MRC project, what the history is, what the next steps are, understanding of confidentiality and timeliness of information to be released to the public.

November 2023 – no communication materials developed as SRV project was the focus. Project will resume in early 2024. Working with internal Business Units to identify further projects which will directly link and integrate with Sust MRC project.

December 2023 – internal project managers meeting held to ensure alignment of several ongoing major projects including S355 committees, Parks and Open Space Strategy, Building Strategy, Asset Management Strategy.

January 2024 – internal discussions held with MRC Executive Team to ensure alignment of project outcomes and timeframes.

February 2024 – further investigation on alignment of projects across the business.

MRC Financial Sustainability Project (SRV)

This project is looking at the long-term sustainability of Council and the investigation of a Special Rates Variation (SRV). The project status and progress will be reported by the CEO monthly, with the project status noted here only being directly related to the Communications and Community Engagement elements of the project.

Project timeline (Comms and Engage)

September 2023 – The project timeline was accelerated. Initial communication methods and process were determined, a Focus Group EOI was developed and will be actioned during October 2023.

October 2023 – Development of the background information for Focus Groups (group is being developed to determine language to be used and information to be shared not to determine if an SRV is required) and base information for YourSay.

November 2023 – First round of Focus Groups held in Barham, Moama and Tooleybuc (background information provided – no information provided on options for SRV – future meeting content). Good turnout of group members at Moama and Barham, no members present at Tooleybuc. Behind the scenes development of SRV YourSay Page, letters, flyers, general communication materials, online calculator. Began development of information for Second Round Focus Group sessions. Meeting with Federation Council to understand their SRV journey and provide communication and engagement insights to be aware of.

15 November 2023 – 5.2.1 Application for a Special Rates Variation motion for resolution to commence community consultation at Extraordinary Council meeting - Motion was lost, Foreshadowed Motion Lost. No further action on this project at this time. Cancellation of future Focus Group sessions. No issue of Your Say Page or any other communication material.

December 2023 – tidy up and record keeping for engagement done to date – information available for future release if required.

PART E: Business as Usual

Campaigns run during the month	Comments																																																												
Campaigns	<ul style="list-style-type: none"> Customer Service – Face to Face advice of closure for 1 day training, phone issues, Road closure / Road Works – Both Moama Bridges, RFS crews undertaking slashing Yaga Way, Loose Stones on Meninya Street, Cobb Highway / Nicholas Drive intersection Moama, , Waste - Temporary closures / changes to opening hours: Wakool 1 day closure, Parks and Gardens – Moama Beach reopens Council meeting to be held in Barham this month Compliance –Yabby Trap Round Up, Picnic in the Park – International Women’s Day event. Support and condolences to family and team and tragic accident at Southern 80 																																																												
Collateral and promotional material	<ul style="list-style-type: none"> Continue work on Sustainable MRC project (working /internal title for project) – Working towards a Sustainable MRC (public title of project) – See above Project Status. 																																																												
Proactive Media Outreach (media releases / interviews / advertisements / social media posts)	<ul style="list-style-type: none"> 44 social media posts 4 media releases 2 fortnightly update features /Mayor columns 																																																												
MRC website	<p>Covering period: February 1 – February 29, 2024</p> <p>Users: 5098 Average engagement time of users: 1 minute Total overall page views: 18,926 Top 10 ranked page views for the month:</p> <table border="1"> <thead> <tr> <th>Page title and screen class</th> <th>↓ Views</th> <th>Users</th> <th>Views per user</th> <th>Average engagement time</th> </tr> </thead> <tbody> <tr> <td></td> <td>18,986 100% of total</td> <td>5,098 100% of total</td> <td>3.72 Avg 0%</td> <td>1m 09s Avg 0%</td> </tr> <tr> <td>1 Home Murray River Council</td> <td>2,964</td> <td>1,615</td> <td>1.84</td> <td>25s</td> </tr> <tr> <td>2 Search results Murray River Council</td> <td>1,064</td> <td>449</td> <td>2.37</td> <td>41s</td> </tr> <tr> <td>3 Current vacancies Murray River Council</td> <td>926</td> <td>488</td> <td>1.90</td> <td>24s</td> </tr> <tr> <td>4 Careers Murray River Council</td> <td>573</td> <td>337</td> <td>1.70</td> <td>8s</td> </tr> <tr> <td>5 Agendas and minutes Murray River Council</td> <td>535</td> <td>130</td> <td>4.12</td> <td>50s</td> </tr> <tr> <td>6 Contact Us Murray River Council</td> <td>441</td> <td>321</td> <td>1.37</td> <td>27s</td> </tr> <tr> <td>7 Transfer stations and landfill sites Murray River Council</td> <td>391</td> <td>240</td> <td>1.63</td> <td>32s</td> </tr> <tr> <td>8 Apply: certificates and permits Murray River Council</td> <td>375</td> <td>130</td> <td>2.88</td> <td>44s</td> </tr> <tr> <td>9 Forms Murray River Council</td> <td>337</td> <td>69</td> <td>4.88</td> <td>1m 05s</td> </tr> <tr> <td>10 Offices and Service Centres Murray River Council</td> <td>337</td> <td>246</td> <td>1.37</td> <td>58s</td> </tr> </tbody> </table>	Page title and screen class	↓ Views	Users	Views per user	Average engagement time		18,986 100% of total	5,098 100% of total	3.72 Avg 0%	1m 09s Avg 0%	1 Home Murray River Council	2,964	1,615	1.84	25s	2 Search results Murray River Council	1,064	449	2.37	41s	3 Current vacancies Murray River Council	926	488	1.90	24s	4 Careers Murray River Council	573	337	1.70	8s	5 Agendas and minutes Murray River Council	535	130	4.12	50s	6 Contact Us Murray River Council	441	321	1.37	27s	7 Transfer stations and landfill sites Murray River Council	391	240	1.63	32s	8 Apply: certificates and permits Murray River Council	375	130	2.88	44s	9 Forms Murray River Council	337	69	4.88	1m 05s	10 Offices and Service Centres Murray River Council	337	246	1.37	58s
Page title and screen class	↓ Views	Users	Views per user	Average engagement time																																																									
	18,986 100% of total	5,098 100% of total	3.72 Avg 0%	1m 09s Avg 0%																																																									
1 Home Murray River Council	2,964	1,615	1.84	25s																																																									
2 Search results Murray River Council	1,064	449	2.37	41s																																																									
3 Current vacancies Murray River Council	926	488	1.90	24s																																																									
4 Careers Murray River Council	573	337	1.70	8s																																																									
5 Agendas and minutes Murray River Council	535	130	4.12	50s																																																									
6 Contact Us Murray River Council	441	321	1.37	27s																																																									
7 Transfer stations and landfill sites Murray River Council	391	240	1.63	32s																																																									
8 Apply: certificates and permits Murray River Council	375	130	2.88	44s																																																									
9 Forms Murray River Council	337	69	4.88	1m 05s																																																									
10 Offices and Service Centres Murray River Council	337	246	1.37	58s																																																									

<p>Projects active on Your Say Platform</p>	<p>Visits to the portal will vary month to month depending on the number of projects which are live and the communities' level of interest in the topic/s. On months with small project numbers, smaller projects or projects that have been online for an extensive period of time, it is expected that visits to the portal will be down.</p> <p>Projects live during November were</p> <ul style="list-style-type: none"> • Working towards a Sustainable MRC • Barham Water Pressure • Koraleigh Raw Water Pipeline installation • River Country Art Trail (project update provided) • Meninya Street Upgrade (project update provided) • Housing Strategy • Moama Preschool (project update provided) • Economic Development and Tourism Strategy • Murray River Council Arts and Culture Strategy • Employment Lands Strategy • Moulamein roads and footpath upgrades • MRC Customer Experience Strategy 	<table border="1"> <caption>Your Say Murray River Page Views v Projects live</caption> <thead> <tr> <th>Month</th> <th>Total Visits</th> <th>Projects Live</th> </tr> </thead> <tbody> <tr><td>July</td><td>500</td><td>11</td></tr> <tr><td>August</td><td>555</td><td>11</td></tr> <tr><td>September</td><td>411</td><td>11</td></tr> <tr><td>October</td><td>642</td><td>13</td></tr> <tr><td>November</td><td>522</td><td>13</td></tr> <tr><td>December</td><td>675</td><td>12</td></tr> <tr><td>January</td><td>614</td><td>12</td></tr> <tr><td>February</td><td>571</td><td>12</td></tr> <tr><td>March</td><td></td><td></td></tr> <tr><td>April</td><td></td><td></td></tr> <tr><td>May</td><td></td><td></td></tr> <tr><td>June</td><td></td><td></td></tr> </tbody> </table>	Month	Total Visits	Projects Live	July	500	11	August	555	11	September	411	11	October	642	13	November	522	13	December	675	12	January	614	12	February	571	12	March			April			May			June		
Month	Total Visits	Projects Live																																							
July	500	11																																							
August	555	11																																							
September	411	11																																							
October	642	13																																							
November	522	13																																							
December	675	12																																							
January	614	12																																							
February	571	12																																							
March																																									
April																																									
May																																									
June																																									

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
				● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.

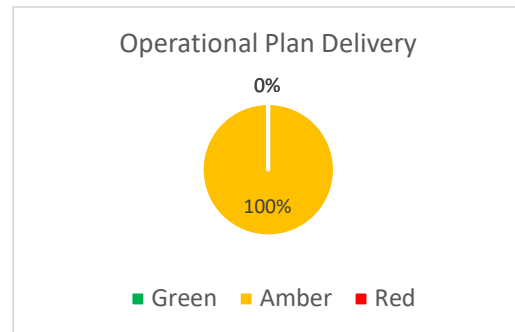
Continuing review of various projects and how they align with Sustainable MRC.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

PART A: Section Accountabilities and Team Roles

Manager of HR and Safety – Marnie Rowden	HR Coordinator – currently Vacant	HR Admin Officer – Beck White	WHS Specialist – Rob Redzepi																																																																																																																																																																																																															
<p>The overall focus of Human Resources is not a thing we do in the business, it is the thing that runs our business. HR - High Level focus areas:</p> <ul style="list-style-type: none"> Recruitment and selection of all staff. Retention of valuable employees. Training, development, and education to promote individual success and increase the contribution to MRC of all employees. Succession Planning A safe and healthy working environment. Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback. Resources for administering compensation, benefits, policies, and procedures. All aspects of performance management HR data and metrics 	<p>Providing support to the Manager People in the facilitation of all key HR functions and programs and assume responsibility for Manager People in their absence.</p>	<p>Assisting the HR Coordinator in all aspects of Human Resources.</p>	<p>Maintain Work Health & Safety for employees, manage safety systems, including surveillance of staff, training testing and compliance. Ensure compliance against legislative requirements, Coach and Mentor Strengthen Safety Culture process and systems for MRC Mangers & Supervisors.</p>																																																																																																																																																																																																															
<p>Accountabilities</p>	<p>Accountabilities</p>	<p>Accountabilities</p>	<p>Accountabilities</p>																																																																																																																																																																																																															
<table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Talent Management</td></tr> <tr><td>B</td><td>Employment Law</td></tr> <tr><td>B</td><td>Training, Development and Mandatory Competencies</td></tr> <tr><td>B</td><td>Workcover & RTW</td></tr> <tr><td>B</td><td>Volunteer Program</td></tr> <tr><td>B</td><td>Workforce Performance</td></tr> <tr><td>B</td><td>Onboarding and Induction</td></tr> <tr><td>B</td><td>WHS Programs</td></tr> <tr><td>B</td><td>Succession Planning</td></tr> <tr><td>B</td><td>Staff Professional Registrations/Accreditations & Membership</td></tr> <tr><td>B</td><td>Employee Relations</td></tr> <tr><td>B</td><td>Recruitment and Selection</td></tr> <tr><td>B</td><td>Reward and Recognition</td></tr> <tr><td>B</td><td>Remuneration Management</td></tr> <tr><td>B</td><td>Uniforms</td></tr> <tr><td>B</td><td>Staff Education</td></tr> <tr><td>B</td><td>Industrial Relations</td></tr> <tr><td>B</td><td>Dispute Resolution</td></tr> <tr><td>B</td><td>Staff Health and Wellbeing</td></tr> <tr><td>P</td><td>Staff Education</td></tr> <tr><td>P</td><td>Recruitment and Selection</td></tr> <tr><td>P</td><td>Onboarding and Induction</td></tr> <tr><td>P</td><td>Workcover and RTW</td></tr> <tr><td>P</td><td>Compliance to Employee Conditions</td></tr> <tr><td>P</td><td>Employee Relations</td></tr> <tr><td>P</td><td>Training, Development & Mandatory Competencies</td></tr> <tr><td>P</td><td>Succession Planning</td></tr> <tr><td>P</td><td>Staff Professional Registration/Accreditation</td></tr> <tr><td>P</td><td>Volunteer Program</td></tr> <tr><td>P</td><td>Dispute Resolution</td></tr> <tr><td>P</td><td>Staff Health and Wellbeing</td></tr> <tr><td>P</td><td>Workforce Performance</td></tr> <tr><td>P</td><td>Uniforms</td></tr> <tr><td>O</td><td>Staff Health & Wellbeing</td></tr> <tr><td>O</td><td>Uniforms</td></tr> </tbody> </table>	SBPO	Accountability	B	Talent Management	B	Employment Law	B	Training, Development and Mandatory Competencies	B	Workcover & RTW	B	Volunteer Program	B	Workforce Performance	B	Onboarding and Induction	B	WHS Programs	B	Succession Planning	B	Staff Professional Registrations/Accreditations & Membership	B	Employee Relations	B	Recruitment and Selection	B	Reward and Recognition	B	Remuneration Management	B	Uniforms	B	Staff Education	B	Industrial Relations	B	Dispute Resolution	B	Staff Health and Wellbeing	P	Staff Education	P	Recruitment and Selection	P	Onboarding and Induction	P	Workcover and RTW	P	Compliance to Employee Conditions	P	Employee Relations	P	Training, Development & Mandatory Competencies	P	Succession Planning	P	Staff Professional Registration/Accreditation	P	Volunteer Program	P	Dispute Resolution	P	Staff Health and Wellbeing	P	Workforce Performance	P	Uniforms	O	Staff Health & Wellbeing	O	Uniforms	<table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Onboarding and Induction</td></tr> <tr><td></td><td>O</td><td>Return to Work and Claims Management</td></tr> <tr><td></td><td>O</td><td>Traineeships and Cadetships</td></tr> <tr><td></td><td>O</td><td>Workcover Reconciliations</td></tr> <tr><td></td><td>O</td><td>Recruitment and Selection</td></tr> <tr><td></td><td>O</td><td>Employee Relations</td></tr> <tr><td></td><td>O</td><td>Industrial Relations</td></tr> <tr><td></td><td>O</td><td>Monitoring & Renewal of Licensing</td></tr> <tr><td></td><td>O</td><td>Reward and Recognition</td></tr> <tr><td></td><td>O</td><td>Succession Planning</td></tr> <tr><td></td><td>O</td><td>Dispute Resolution</td></tr> <tr><td></td><td>O</td><td>Staff Education Program</td></tr> <tr><td></td><td>O</td><td>Staff Professional Registration Compliance/ Accreditation and Memberships</td></tr> <tr><td></td><td>O</td><td>Remuneration Service</td></tr> <tr><td></td><td>O</td><td>Talent Management</td></tr> <tr><td></td><td>O</td><td>Training, Development and Mandatory Competencies</td></tr> <tr><td></td><td>O</td><td>Workforce Planning Execution</td></tr> <tr><td></td><td>O</td><td>Employment Law Advisory Service</td></tr> <tr><td></td><td>O</td><td>Workforce Performance</td></tr> <tr><td></td><td>O</td><td>Volunteer Recruitment and Placement services (non-community services) and ongoing monitoring</td></tr> <tr><td></td><td>O</td><td>Volunteer Compliance.</td></tr> </tbody> </table>	Number	SBPO	Accountability		O	Onboarding and Induction		O	Return to Work and Claims Management		O	Traineeships and Cadetships		O	Workcover Reconciliations		O	Recruitment and Selection		O	Employee Relations		O	Industrial Relations		O	Monitoring & Renewal of Licensing		O	Reward and Recognition		O	Succession Planning		O	Dispute Resolution		O	Staff Education Program		O	Staff Professional Registration Compliance/ Accreditation and Memberships		O	Remuneration Service		O	Talent Management		O	Training, Development and Mandatory Competencies		O	Workforce Planning Execution		O	Employment Law Advisory Service		O	Workforce Performance		O	Volunteer Recruitment and Placement services (non-community services) and ongoing monitoring		O	Volunteer Compliance.	<p>Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability.</p> <p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Onboarding and Induction</td></tr> <tr><td></td><td>O</td><td>Return to Work and Claims Management</td></tr> <tr><td></td><td>O</td><td>Traineeships and Cadetships</td></tr> <tr><td></td><td>O</td><td>Workcover Reconciliations</td></tr> <tr><td></td><td>O</td><td>Recruitment and Selection</td></tr> <tr><td></td><td>O</td><td>Employee Relations</td></tr> <tr><td></td><td>O</td><td>Reward and Recognition</td></tr> <tr><td></td><td>O</td><td>Succession Planning</td></tr> <tr><td></td><td>O</td><td>Staff Education Program</td></tr> <tr><td></td><td>O</td><td>Staff Professional Registration Compliance/ Accreditation and Memberships</td></tr> <tr><td></td><td>O</td><td>Remuneration Service</td></tr> <tr><td></td><td>O</td><td>Training, Development and Mandatory Competencies</td></tr> </tbody> </table>	Number	SBPO	Accountability		O	Onboarding and Induction		O	Return to Work and Claims Management		O	Traineeships and Cadetships		O	Workcover Reconciliations		O	Recruitment and Selection		O	Employee Relations		O	Reward and Recognition		O	Succession Planning		O	Staff Education Program		O	Staff Professional Registration Compliance/ Accreditation and Memberships		O	Remuneration Service		O	Training, Development and Mandatory Competencies	<table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Work Health & Safety</td></tr> <tr><td></td><td>O</td><td>Site Audits and Reporting</td></tr> <tr><td></td><td>O</td><td>Safety Awareness Program</td></tr> <tr><td></td><td>O</td><td>Work Health Program, Hearing Tests, Skin Checks, Immunisations etc</td></tr> <tr><td></td><td>O</td><td>WHS Testing and Compliance</td></tr> <tr><td></td><td>O</td><td>Internal Emergency Management</td></tr> <tr><td></td><td>O</td><td>Maintenance of WHS Registers</td></tr> <tr><td></td><td>O</td><td>Event Notification and Investigations</td></tr> <tr><td></td><td>O</td><td>Health and Safety Training</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	Work Health & Safety		O	Site Audits and Reporting		O	Safety Awareness Program		O	Work Health Program, Hearing Tests, Skin Checks, Immunisations etc		O	WHS Testing and Compliance		O	Internal Emergency Management		O	Maintenance of WHS Registers		O	Event Notification and Investigations		O	Health and Safety Training
SBPO	Accountability																																																																																																																																																																																																																	
B	Talent Management																																																																																																																																																																																																																	
B	Employment Law																																																																																																																																																																																																																	
B	Training, Development and Mandatory Competencies																																																																																																																																																																																																																	
B	Workcover & RTW																																																																																																																																																																																																																	
B	Volunteer Program																																																																																																																																																																																																																	
B	Workforce Performance																																																																																																																																																																																																																	
B	Onboarding and Induction																																																																																																																																																																																																																	
B	WHS Programs																																																																																																																																																																																																																	
B	Succession Planning																																																																																																																																																																																																																	
B	Staff Professional Registrations/Accreditations & Membership																																																																																																																																																																																																																	
B	Employee Relations																																																																																																																																																																																																																	
B	Recruitment and Selection																																																																																																																																																																																																																	
B	Reward and Recognition																																																																																																																																																																																																																	
B	Remuneration Management																																																																																																																																																																																																																	
B	Uniforms																																																																																																																																																																																																																	
B	Staff Education																																																																																																																																																																																																																	
B	Industrial Relations																																																																																																																																																																																																																	
B	Dispute Resolution																																																																																																																																																																																																																	
B	Staff Health and Wellbeing																																																																																																																																																																																																																	
P	Staff Education																																																																																																																																																																																																																	
P	Recruitment and Selection																																																																																																																																																																																																																	
P	Onboarding and Induction																																																																																																																																																																																																																	
P	Workcover and RTW																																																																																																																																																																																																																	
P	Compliance to Employee Conditions																																																																																																																																																																																																																	
P	Employee Relations																																																																																																																																																																																																																	
P	Training, Development & Mandatory Competencies																																																																																																																																																																																																																	
P	Succession Planning																																																																																																																																																																																																																	
P	Staff Professional Registration/Accreditation																																																																																																																																																																																																																	
P	Volunteer Program																																																																																																																																																																																																																	
P	Dispute Resolution																																																																																																																																																																																																																	
P	Staff Health and Wellbeing																																																																																																																																																																																																																	
P	Workforce Performance																																																																																																																																																																																																																	
P	Uniforms																																																																																																																																																																																																																	
O	Staff Health & Wellbeing																																																																																																																																																																																																																	
O	Uniforms																																																																																																																																																																																																																	
Number	SBPO	Accountability																																																																																																																																																																																																																
	O	Onboarding and Induction																																																																																																																																																																																																																
	O	Return to Work and Claims Management																																																																																																																																																																																																																
	O	Traineeships and Cadetships																																																																																																																																																																																																																
	O	Workcover Reconciliations																																																																																																																																																																																																																
	O	Recruitment and Selection																																																																																																																																																																																																																
	O	Employee Relations																																																																																																																																																																																																																
	O	Industrial Relations																																																																																																																																																																																																																
	O	Monitoring & Renewal of Licensing																																																																																																																																																																																																																
	O	Reward and Recognition																																																																																																																																																																																																																
	O	Succession Planning																																																																																																																																																																																																																
	O	Dispute Resolution																																																																																																																																																																																																																
	O	Staff Education Program																																																																																																																																																																																																																
	O	Staff Professional Registration Compliance/ Accreditation and Memberships																																																																																																																																																																																																																
	O	Remuneration Service																																																																																																																																																																																																																
	O	Talent Management																																																																																																																																																																																																																
	O	Training, Development and Mandatory Competencies																																																																																																																																																																																																																
	O	Workforce Planning Execution																																																																																																																																																																																																																
	O	Employment Law Advisory Service																																																																																																																																																																																																																
	O	Workforce Performance																																																																																																																																																																																																																
	O	Volunteer Recruitment and Placement services (non-community services) and ongoing monitoring																																																																																																																																																																																																																
	O	Volunteer Compliance.																																																																																																																																																																																																																
Number	SBPO	Accountability																																																																																																																																																																																																																
	O	Onboarding and Induction																																																																																																																																																																																																																
	O	Return to Work and Claims Management																																																																																																																																																																																																																
	O	Traineeships and Cadetships																																																																																																																																																																																																																
	O	Workcover Reconciliations																																																																																																																																																																																																																
	O	Recruitment and Selection																																																																																																																																																																																																																
	O	Employee Relations																																																																																																																																																																																																																
	O	Reward and Recognition																																																																																																																																																																																																																
	O	Succession Planning																																																																																																																																																																																																																
	O	Staff Education Program																																																																																																																																																																																																																
	O	Staff Professional Registration Compliance/ Accreditation and Memberships																																																																																																																																																																																																																
	O	Remuneration Service																																																																																																																																																																																																																
	O	Training, Development and Mandatory Competencies																																																																																																																																																																																																																
Number	SBPO	Accountability																																																																																																																																																																																																																
	P	Work Health & Safety																																																																																																																																																																																																																
	O	Site Audits and Reporting																																																																																																																																																																																																																
	O	Safety Awareness Program																																																																																																																																																																																																																
	O	Work Health Program, Hearing Tests, Skin Checks, Immunisations etc																																																																																																																																																																																																																
	O	WHS Testing and Compliance																																																																																																																																																																																																																
	O	Internal Emergency Management																																																																																																																																																																																																																
	O	Maintenance of WHS Registers																																																																																																																																																																																																																
	O	Event Notification and Investigations																																																																																																																																																																																																																
	O	Health and Safety Training																																																																																																																																																																																																																

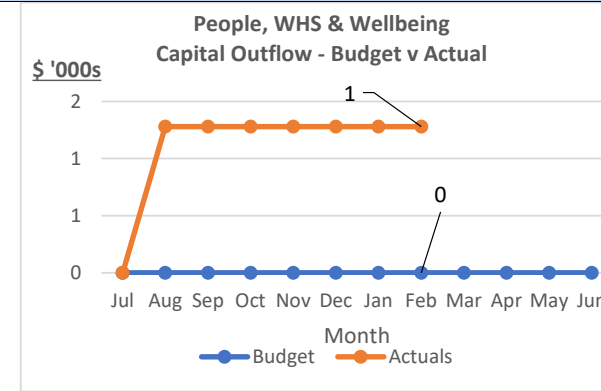
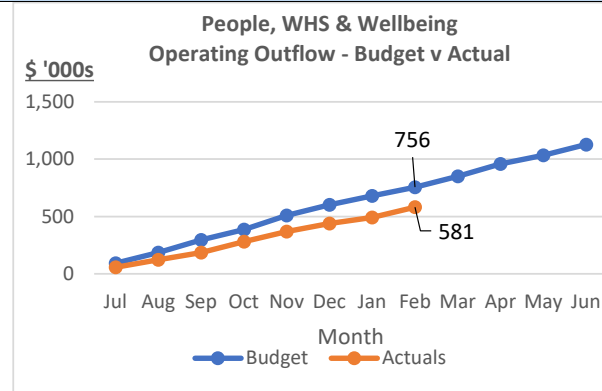
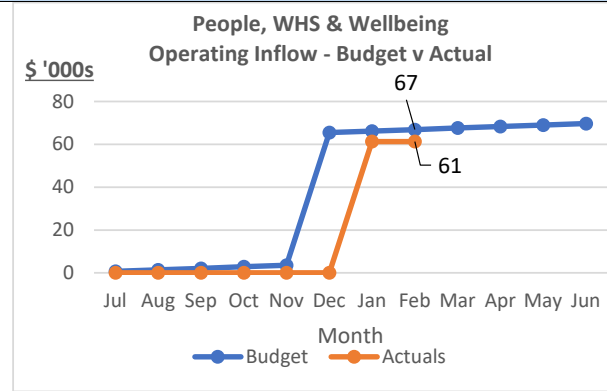
PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4-year Delivery Plan, the Human Resource Unit relates to the full life cycle of employees. The Office of the CEO directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example									
2.5 – Leadership that is trusted, capable and collaborative									
Review and enhance our values and behaviours within Council. (S CEO)	Deliver	(DP 2.5.5) MRC values and behaviours to become an integral part of the staff performance appraisal process.	B: MHR&S P: MHR&S O: MHR&S	✓				Completed as part of our new Performance Review Process in June 2023. Focus on both the what we do(tasks/outputs/performance) and also the how we do it. (values/attitudes and behaviours)	●
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).									
4.7 – To attract quality staff to service community demands.									
To attract quality staff to service community demands. (S CEO)	Deliver	(DP 4.7.1) Investigate RDA Riverina's 'Country Change' program to attract new residents	B: MHR&S P: O:	✓	✓			RDA program has changed, and further investigations required. RDA Riverina have received additional funding from Transgrid to expand the Country Change program. RDA Riverina have contracted RDA Murray to bring 5 Murray Region partners on board by the end of 2023. Murray River Council is on the list of possible partners. RDA Murray will be engaging with MRC in the coming month regarding next steps. Concurrently, the Country Change program is undergoing a rebrand.	●
	Deliver	(DP 4.7.2) Actively recruit for specific roles within Council to service community demands and requirements	B: MHR&S P: O:	✓	✓	✓	✓	Ongoing – recruitment campaign in action. Participated in Community Connection Forum targeting strategies to attract and retain workforce. MRC will participate in the working group, established to benefit the Murray River and Campaspe regions.	●
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).									
4.8 – Developing future leaders .									
Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program . (S CEO)	Deliver	(DP 4.8.1) Redevelopment and ongoing review of MRC recruitment and advertising program	B: MHR&S P: O:	✓	✓	✓	✓	New pull up recruitment banners located at MVBC, Moama Office, MBC, Barham office, Barham Hub	●
	Deliver	(DP 4.8.2) Developing future leaders' program – Emerging leaders certificate (internal program as well as looking at cadet, work, trainee, school, apprenticeships etc)	B: MHR&S P: O:	✓	✓	✓	✓	<ul style="list-style-type: none"> Partnership with MEGT has been completed to manage our Apprenticeship & Traineeships. 2024 will see the commencement of 2 x School Based Apprenticeships – 1 x Moulamein and 1x Mathoura. Professional Development - discussions underway for implenting an Emerging Leadership Program. Development of a Learning and Development Framework for all employees. 	●

PART C: Financial Outcomes



PART D: Project Status

HR Module – TechOne

- Core focus within first half of 2024 – will be assisted by Melissa Fergusson.
- Ongoing - Discussions held with Director of Corporate Services on the possibility of fast-tracking e-recruitment priority as well as automated staff increases.
- HR module to be placed on hold to concentrate on the implementation of e-recruitment.

Training and Development – ongoing

- Ongoing - Manager HR & Safety in discussions re: Emerging Leadership Program. Time2Talk is the preferred training provider.
- Mental Health First Aid training
- New policy and procedure has been drafted and is out for review.
- Skills analysis for depot staff is underway.

Annual Performance Reviews

- Performance Reviews for all staff to be finalised.

Policy & Procedure Review

- Manager of HR & Safety commenced review / rewrite of all HR policies and procedures.
 - Employee Performance Management and Disciplinary Process out for review and feedback.

WHS Document/Systems Reviews:

- WHS procedure development ongoing
- Fatigue & Traffic management procedures being drafted

PART E: Business as Usual

Staff Updates (including internal changes)

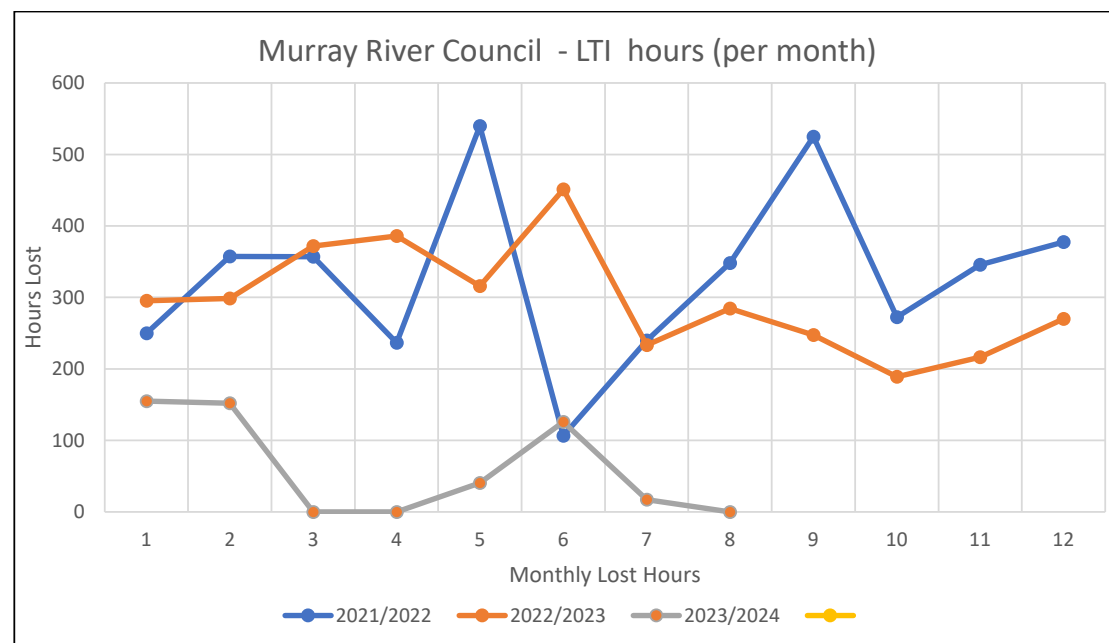
Offboarded: 4
 Onboarded: 2
 Internal staff changes 2 x (promoted to Works Superintendents)

	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24
Offboarded	2	0			1		2					
Onboarded	5	6			1	2	3					
Internal movement	1	1					2					

Internal movement was a change of department.

PART F: Service Metric

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
05/02/24 People & Culture	Turnover of staff in critical roles	Backfilling roles through Local Govt NSW, and other consultants.	Task – Develop a succession plan for critical positions Task – Identify changing profile and needs of Council employee through developing a workforce plan Task – Identify employment incentives for attraction and retention of professionals Task – Review reasons for people leaving Council from exit questionnaire and develop action plan.	●
05/02/2024 People & Culture	Skilled Workforce – Difficulty in attracting and retaining skilled / qualified staff. Employees using MRC stepping stone to more preferred locations or pay increases.		Creating a workplace that people desire to spend employed longer in, often called Employer of Choice, is fundamental. The staff culture improvement project (called the VOICE Project) will assist. (Being delivered in Office of The CEO – ‘Civic’).	●



Incidents	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	TOTAL
Injury to Employee	2				3		3	1					9
Injury to 3 rd Party				1									1
Property Damage Council	1	2	2	1	2	2	3						13
Property Damage 3 rd Party	1				1		1						3
P&E Council	7	8	10	13	9	7	3	8					65
P&E 3 rd Party													
Hazard Identified		56	1	3	1								61
Near Miss/Other	2	2	2		3		1	1					11
TOTAL	13	68	15	18	19	9	11	10					163

2024 Action Plan:

Date Updated	Risk Details	Required	Required Actions	
Jan 24	Implement & update Internal WHS procedures	<ul style="list-style-type: none"> Managing Psychosocial hazards Procedure Electrical Inspection Test & Tagging Procedure 	<ul style="list-style-type: none"> Draft, Consult & implement Procedure into existing processes – IN PROGRESS Draft, Consult & implement Procedure into Fatigue Management – Completed 	● ● ●
Jan 24	High Risk Construction	<ul style="list-style-type: none"> Construction process and documentation of all works and projects - Infrastructure 	<ul style="list-style-type: none"> Develop Construction Safety Procedure - Drafted Develop Chain of Responsibility Procedure and process – commences March 24 	● ●
Jan 24	Planning	<ul style="list-style-type: none"> Develop departmental WHS Targets & Objectives 	<ul style="list-style-type: none"> Departments to create WHS targets and objectives for 24/25 – In Progress 	●
Jan 24	Chemicals	<ul style="list-style-type: none"> Build electronic chemical database 	<ul style="list-style-type: none"> Build database, including risk assessments, control purchasing through stores only, update emergency manifests at all sites 	●

Jan 24	Worker risks	<ul style="list-style-type: none"> Volunteers risk controls 	<ul style="list-style-type: none"> WHS Induction for Volunteers Volunteer induction checklist – drafted Supervision of Volunteers 	<ul style="list-style-type: none"> ● ● ●
March 24	Risk Register	<ul style="list-style-type: none"> Update MRC WHS Risk Register Conduct noise assessments Conduct Manual Handling Assessments 	<ul style="list-style-type: none"> Update current risk register to incorporate new safety Management system – In progress Conduct noise assessment where required - commenced Conduct manual handling assessments where required - commenced 	<ul style="list-style-type: none"> ● ● ●
Jan 24	Contractor Management	<ul style="list-style-type: none"> Contractor Management Procedure and associated process and operations per department 	<ul style="list-style-type: none"> Review Contractor/Supplier register – Procurement/Tech One Develop online Contractor WHS induction – WHS - Drafted Departmental process for managing contractors – each department 	<ul style="list-style-type: none"> ● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

High Risk Areas:

Staff Turnover in Critical Roles: There is a notable risk associated with the turnover of staff in critical positions, necessitating the development of a succession plan and workforce plan.

Difficulty in Attracting and Retaining Skilled Staff: The challenge of retaining skilled staff is across many organisations within the Murray River / Campaspe region. Addressing this requires cultivating an 'Employer of Choice' environment and implementing the VOICE Project to improve staff culture.

High-Risk Construction and WHS Audits: The program identifies risks in construction, planning, chemical management, and worker risks, emphasizing the need for procedures and risk controls in these areas. A lot of good work has already commenced in this space- and this will continue to be a key focus for 2024.

Highlights:

Leadership and Values Enhancement: The integration of MRC values and behaviors into the staff performance appraisal process, completed in June 2023, focuses on task performance and values.

Attracting Quality Staff and Leadership Development: Efforts include the investigation of RDA Riverina's 'Country Change' program and active recruitment for specific roles. The development of future leaders is highlighted by partnerships for apprenticeships and traineeships, and the initiation of an Emerging Leaders Program.

Risk Management Initiatives: Effective risk management strategies have been implemented, focusing on staff turnover, skilled workforce challenges, and WHS audits, with specific actions outlined for each risk.

Recognition and Improvement Initiatives: Notable achievements include CEO Awards recognising staff excellence in various areas, demonstrating a commitment to recognising and nurturing talent within the organisation.

Conclusion:

The 4 Year Delivery Program demonstrates a comprehensive approach to leadership, staff development, risk management, and operational efficiency. While there are high-risk areas that require ongoing attention, particularly in staff retention and workplace safety, the program's highlights reflect a strong focus on improving organisational culture, attracting and developing talent, and managing operational risks effectively.

PART A: Director Accountabilities and Key Performance Indicators

Director Corporate Services - Stephen Fernando	Accountabilities																																																												
<p>Provide required internal services to operational departments to enable the delivery of community services.</p> <p>This bureau service manages Finance & Accounting, Information/Communications Technology & Business Intelligence, Governance & Risk, Procurement & Contract Management, Property & Leases, Facilities Management & Maintenance. The directorate facilitates corporate reporting.</p> <p>As the business-arm of council, Corporate Services supports the operational & financial planning process, and provides analysis of actual operational & capital performance. The directorate also facilitates the longer-term financial planning process.</p>	<table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>S</td><td>Intergovernment Relations – CSD</td></tr> <tr><td>S</td><td>Corporate Performance a& Reporting</td></tr> <tr><td>S</td><td>Light Motor Vehicle (White) Strategy</td></tr> <tr><td>S</td><td>Rural Fire Service</td></tr> <tr><td>S</td><td>Purchasing Outdoor Supplies</td></tr> <tr><td>S</td><td>Procurement</td></tr> <tr><td>S</td><td>Disability Asset Management Plan</td></tr> <tr><td>S</td><td>Financial Appraisals</td></tr> <tr><td>S</td><td>Internal Audit</td></tr> <tr><td>S</td><td>Payroll</td></tr> <tr><td>S</td><td>Information & Records Mgt</td></tr> <tr><td>S</td><td>Policies & Procedures</td></tr> <tr><td>S</td><td>Risk Mgt</td></tr> <tr><td>S</td><td>Legislative Compliance</td></tr> <tr><td>S</td><td>Commercial Business</td></tr> <tr><td>S</td><td>Governance Framework</td></tr> <tr><td>S</td><td>Business Improvement</td></tr> <tr><td>S</td><td>Leasing</td></tr> <tr><td>S</td><td>Contract Management</td></tr> <tr><td>S</td><td>Property (Buildings and Facilities) Operations</td></tr> <tr><td>S</td><td>Finance Services</td></tr> <tr><td>S</td><td>Information Technology</td></tr> <tr><td>B</td><td>Intergovernment Relations – CSD</td></tr> <tr><td>B</td><td>Commercial Business</td></tr> <tr><td>B</td><td>Business Continuity</td></tr> <tr><td>B</td><td>Financial Appraisals</td></tr> <tr><td>B</td><td>Internal Audit</td></tr> <tr><td>B</td><td>Legal Services</td></tr> <tr><td>B</td><td>Corporate Performance & Management</td></tr> </tbody> </table>	SBPO	Accountability	S	Intergovernment Relations – CSD	S	Corporate Performance a& Reporting	S	Light Motor Vehicle (White) Strategy	S	Rural Fire Service	S	Purchasing Outdoor Supplies	S	Procurement	S	Disability Asset Management Plan	S	Financial Appraisals	S	Internal Audit	S	Payroll	S	Information & Records Mgt	S	Policies & Procedures	S	Risk Mgt	S	Legislative Compliance	S	Commercial Business	S	Governance Framework	S	Business Improvement	S	Leasing	S	Contract Management	S	Property (Buildings and Facilities) Operations	S	Finance Services	S	Information Technology	B	Intergovernment Relations – CSD	B	Commercial Business	B	Business Continuity	B	Financial Appraisals	B	Internal Audit	B	Legal Services	B	Corporate Performance & Management
	SBPO	Accountability																																																											
	S	Intergovernment Relations – CSD																																																											
	S	Corporate Performance a& Reporting																																																											
	S	Light Motor Vehicle (White) Strategy																																																											
	S	Rural Fire Service																																																											
	S	Purchasing Outdoor Supplies																																																											
	S	Procurement																																																											
	S	Disability Asset Management Plan																																																											
	S	Financial Appraisals																																																											
	S	Internal Audit																																																											
	S	Payroll																																																											
	S	Information & Records Mgt																																																											
	S	Policies & Procedures																																																											
	S	Risk Mgt																																																											
	S	Legislative Compliance																																																											
	S	Commercial Business																																																											
	S	Governance Framework																																																											
	S	Business Improvement																																																											
	S	Leasing																																																											
	S	Contract Management																																																											
	S	Property (Buildings and Facilities) Operations																																																											
	S	Finance Services																																																											
	S	Information Technology																																																											
	B	Intergovernment Relations – CSD																																																											
B	Commercial Business																																																												
B	Business Continuity																																																												
B	Financial Appraisals																																																												
B	Internal Audit																																																												
B	Legal Services																																																												
B	Corporate Performance & Management																																																												

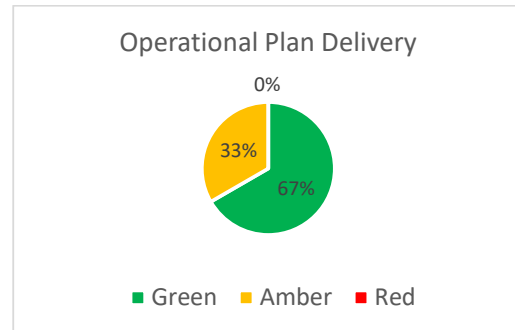
Key Performance Indicator 2023/2024	Evidence/Comments	
In time for the 24/25 financial year manage the SRV process – in line with IPART	Council resolved not to proceed with an SRV.	n/a
Assist the CEO to harvest synergies with other Councils	Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module. No further progress made in June. Contact made with both ERC DCS Shelly Jones and Campaspe Shire DCS Matthew McPherson	
Deliver the TechOne project as adopted by Council	The project is being delivered in modules. Release 1 (Finance, Procurement, Payroll, Asset Management) is in use. Some data loads for assets remains in progress. Release 2 is Property & Rating, which will be delivered in 3 phases Phase 1: Rating & Receipting, Phase 2: Compliance (development services, ranges etc.) and Phase 3: Customer service. Release 2 Phase 1: This is now operational. Release 2 Phase 2: Compliance module project is progressing. The go live date for this module has been postponed from June 24 to November 24 due to non-availability of TechOne consulting staff.	
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government in relation to corporate services: finance, governance, records, and digitalisation issues and policies.	Continue to work on the Governance & Technology subcommittees of LG Professionals, NSW chapter. Working with RAMJO on energy initiatives. Working with Smart Cities Council on its Future of Place Initiative.	
Identify and commence the process of implementing automation for software systems.	Given the focus of implementing the new ERP system, there is very little further capacity within the organisation to undertake additional automation projects. Some initial work is being undertaken to review Robotic Process Automation (RPA). Current automation initiatives are limited to what can be implemented within the TechOne ERP system.	

PART A: Section Accountabilities and Team Roles

Manager IT and Digital Services - Alex Green	Manager Business Intelligence - Sandy Paterson	Manager Governance and Risk - Sandra Gordon	Manager Property & Procurement - Peter Beaumont	Manager Finance - Kris Kershaw	Manager Strategic Assets– Brodie Goodsell
<p>Manage the of the information and communications infrastructure to enable the required connectivity and data exchange requirements.</p> <p>Ensure security of Council information and ICT assets.</p> <p>Provide support services to staff in relation to use of technology.</p> <p>Manage the annual capital and operational budgets.</p>	<p>Manage and maintain the design/redesign and documentation of business processes</p> <p>Review and manage software systems used within Council to ensure they are fit-for-purpose and are kept up to date with evolving technologies.</p> <p>Undertake custodianship of Council’s data including its security, analysis and use for decision making purposes.</p> <p>Align Council data, records, information and ICT security architecture frameworks, standards and processes.</p> <p>Ensure all Council records and managed in keeping with statutory and regulatory requirements.</p> <p>Investigate and drive automation within Council systems using current and emerging technologies (RPA, AI, ML etc.)</p> <p>Provide ongoing training to ensure staff have the necessary skills in the use of software, analysis and use of data, and understand their obligation with regard to managing records.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Manage the annual capital and operational budgets.</p>	<p>Ensure Council’s legislative and regulatory compliance and reporting requirements are adhered to.</p> <p>Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented and are actions follow-up.</p> <p>Establish adequate insurance cover for Council activities, in consultation with operational managers.</p> <p>Maintain the suit of required corporate registers and undertake the related reporting requirements.</p> <p>Facilitate the functioning of the Audit & Risk Committee and the internal audit function of Council.</p> <p>Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials and where required assist with their reporting requirements.</p> <p>Managing the legal services relationships.</p> <p>Provide advice and assistance on governance related matter to the whole of Council.</p> <p>Manage the annual cand operational budget.</p>	<p>Provide procurement and property/leasing and tendering related services to the organisation.</p> <p>Ensure compliance with legislative requirements.</p> <p>Develop a high-level framework & monitor policy and procedures including advice, training, templates and support services for both Procurement & Property.</p> <p>Coordinate public tendering to meet legislative requirements and manage Contract Register (GIPA).</p> <p>Provide oversight for Internal procurement probity and audit.</p> <p>Manage supplier relationships.</p> <p>Coordinate purchases and sales of property and facilitate commercial application of property, where appropriate.</p> <p>Develop and manage the Lease Register.</p> <p>Provide oversight for commercial leases and associated issues.</p> <p>Advise on management of crown land.</p> <p>Manage the annual capital and operational budgets.</p>	<p>Operate in a financially responsible and sustainable manner (IPR ratios).</p> <p>Review, revise and maintain Council’s Long Term Financial Plan in line with statutory requirements.</p> <p>Provide financial reports to Management and staff to assist in budget control and decision making.</p> <p>Ensure adequate and effective internal controls are in place for all financial management.</p> <p>Maintain a strategic rating structure that is equitable across the region.</p> <p>Manage investments in the long-term interest of the community and within regulatory requirements.</p> <p>Complete annual & quarterly budgeting processes in-line with statutory requirements.</p> <p>Process accounts payable in-line with Councils protocols and suppliers’ terms of trade.</p> <p>Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.</p> <p>Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.</p> <p>Organise and manage the external audit of Council and address any rectification/improvement action arising therefrom.</p>	<p>An integration role for big picture and long term, mapping out big infrastructure projects into the future to ensure they link up and are sequenced logically. Provide an information and Advisory role to the rest of the organisation on the above.</p> <p>Manager Strategic Assets will also ‘map’ the 10-year financial plan, to not only ‘join the dots’ but make sure there is enough money to pay for it at the time the Projects are planned for.</p> <p>The keeper of all information related to our assets including Developing, Maintaining the Asset Register MRC has 35 Asset types dispersed across the organisation.</p> <p>The Assets team provide an advisory and information role to the Business Managers in the organisation.</p> <p>They provide a one stop shop for all information capture about all our assets including what they are, how many we have, what they are valued, what condition they are in, how long they will last, what we should be spending on them and when. This assist Business Managers to work out what & how to categorise assets so at budget time listing and getting approval for ‘cluster’ business cases becomes easier.</p> <p>Other requirements of the Strategic Assets team include Management of GIS/Mapping, Maintenance Management and Addressing systems and data, Road Naming, Gazettal’s and Closures.</p>

Accountabilities		Accountabilities		Accountabilities		Accountabilities		Accountabilities		Accountabilities	
SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
B	Public Access Systems	B	One Council Post Implementation	B	Legal Services Management	B	Office Supply & Stationary	B	Internal Finance & Revenue	B	Council Asset Mapping
B	IT Networks	B	Existing Network Systems and Corporate business applications integration & management	B	Risk Management	B	Procurement Advice & Framework	B	Rates & Revenue	B	Strategic Asset Projects Management
B	Printing Services	B	Information and Records Management	B	Governance Framework	B	Crown Land	B	Investments	B	Strategic Asset Planning (4 yrs.) LFTP and IP&R
B	IT Support	B	Microsoft 365	B	Policy & Procedure Management	B	Contracts Advice & Framework	B	Payroll	B	Asset Expenditure Forecasting
B	IT System Software & Hardware	B	ECM Development	B	Legislative Compliance	B	Income from Commercial Leases	B	Fees & Charges	B	Financial Projects
B	Community Safety			P	Legal Services	B	Leasing	B	Financial Projects	B	Management Accounting & Reporting
B	Portable Assets			P	Policies & Procedures	B	Land Sales & Procurement	B	Corporate Financial Planning	B	Corporate Financial Planning
B	Communication Towers & Radio Controls			P	Risk Management	P	Income from Commercial Leases	B	Sundry Debtors	B	Accounts Payable
B	Point of Sale			P	Legislative Compliance	P	Leasing	B	Internal Audit	P	Internal Audit
B	IT System Administration			P	Legal Services Contract Management	P	Crown Land	P	Finance Systems and Processes	P	Investment Management
B	IT Asset Procurement & Disposal			O	Maintenance of Policies and Procedure documents and systems	P	Retirement Villages	O	Corporate Finance Accounting	O	Corporate Finance Accounting
B	IT – Product Development			O	Corporate Performance & Reporting – Publications	P	Procurement	O	Monitoring & Payment of Bills		
B	Internal Phone and Internet Services			O	Legislative Compliance	O	Income from Commercial Leases				
B	IT Cabling			O	Implementation of Governance Framework and supporting education	O	Procurement				
B	Library Management Systems			O	Coordination of Legal Services	O	Leasing				
B	Drone Registration & Compliance			O	Annual Report	O	Property Framework				
O	Cyber Security			O	Government Information Public Access (GIPA) Service	O	Property Compliance				
O	Point of Sale			O	Risk Management	O	Reporting of Crown Land				
O	Printing Services			O	Councillor Induction & Training						
O	IT Asset Procurement and Disposal										
O	Library Systems										
O	IT Systems										
O	IT Infrastructure & Support to MBI										
O	Drone Registration & Compliance										

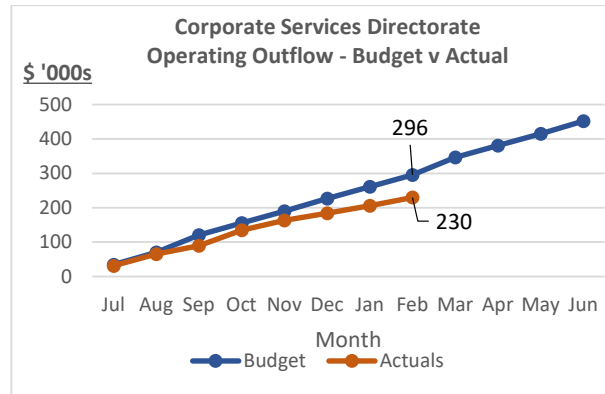
PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4-year Delivery Plan, the Corporate Services Directorate relates to provision of internal services to council such as finance, property, governance, risk, legal services, tendering, procurement, records, IT, digitization, business case investigation, long term financial planning and alignment, corporate reporting, audit, and supplier management.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 1 – Goal 3 - Plan for the impacts of climate change									
1.7 – Environmental Sustainability Strategy									
Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change. (S DCS)	Deliver	(DP 1.7.2) Adopt an internal policy within MRC to address micro energy production – for MRC site usage	B: DCS P: MB&F O:			✓		Site assessments for Solar installations completed. Quotes being sought for 8 sites for inclusion in a grant application. Due in April.	●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.									
4.1 – Signage across Council									
Develop a program to identify, upgrade and renew signs across Council. (S DCS)	Deliver	(DP 4.1.1) 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	B: DCS, P: MSA, MBF, MPOS, MED O:	✓	✓	✓	✓	Internal signage at Council operational sites have been reviewed by WHS for conformance to requirements. Project to review and upgrade tourism signage is in progress by Economic Development team.	●
Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.									
5.11 – Innovation									
Be engaged in innovation and technology platforms and networks (S DCS)	Deliver, Partner, Advocate	(DP 5.11.2) Work with neighbouring LGAs on implementing a shared services module	B: DCS P: O:	✓	✓	✓		Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module. Contact made with both ERC DCS Shelly Jones and Campaspe Shire DCS Matthew McPherson	●
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
7.11 – Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements									
Be prepared for more stringent biodiversity and carbon offset requirements. (S DSP)	Deliver	(DP 7.11.1) Investigate and develop a framework to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions.	B: DSP P: O:		✓	✓	✓	Responsibility likely to get reallocated.	

PART C: Financial Outcomes



PART D: Project Status

#	PROJECT	COMMENTS	
1	Energy Review	Meters replaced with Digital meters at Large Scale Usage sites. Switchboards evaluation completed. Applying for grant for solar installation. Planning for next PPA in 2025.	●●●
	Asset Management Framework	Final Draft report being assessed. Somewhat delayed due to Long Service Leave of Manager Assets	●●●
	Cyber Security Review	Agreement negotiations in progress.	●●●
	Cobb Highway Land Sale	Heads of Agreement (HoA) signed. Frist draft of agreement received and being assessed.	●●●
	Sale of Mathoura Line Road Land	Real Estate Agent following potential buyers. No clear prospect at present.	●●●
	Development of Residential Land Mathoura	High level concept design being revised. Issues with drainage needs addressing before project can proceed.	●●●
	Technology One Implementation	P&R - Revenue Management module in use. P&R - Compliance & regulatory module implementation progressing with a delayed go-live date of November 2024..	●●●
	SCADA Review	Temporarily on hold. Cut over from 3G to 4G being addressed as a priority.	●●●

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
	None		●●●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
10.01.22	Overall Financial Sustainability of Council	Cost Management (5.6% Savings), Revenue Taskforce Budget Process. Depending on extent of Grants to recover costs, flood event may make the deficit worse than budgeted. Application for an SRV submission is no longer an option. Change in Rate Cap methodology will result in NSW Councils loosing out on the two highest years of inflation being incorporated into the Rate Cap.	Work out and present to Councillors a budget for 2024/25 that is in keeping with the deficit reduction plan adopted by Council. Wrote to LG NSW identifying the issue and requesting them to take the matter up with OLG.	●●●
10.01.22	Implementation of the Technology One system. Potential Time Delays and Cost Overruns. Technical Issues.	Project Management	P&R - Compliance & Regulatory - commenced August 23. Non-availability of TecOne consultants is causing some delays. Project Lifecycle Management Module will commence next financial year.	●
09.02.22	Conformity to Procurement Regulations	Procedures Resignation of Procurement Manager.	Educations & Communication Program Implementation of Contract Audit improvement actions. In progress. Regular reporting being planned. Onboarding of Chief Legal Counsel, incorporating the procurement accountabilities (expected end Jan 2024)	●
13.02.23	Delays in Preparation of Financial Statements, Management Letter comments by Auditors	Tasks allocated to Finance Manager and Strategic Asset Manager. Restructure of Finance department and interim officers being in place.	Close Monitoring. Implementation of Processes. Strict plan and deadlines to be developed for 2023/24 audit. Permanent recruitment commenced with selection of agents.	●
04.05.23	Cyber Security Risks	Basic defences around firewalls and motoring. Primarily reliant on IT Services contractor. Costs of expertise and resources to establish top end defence mechanisms. Human factor.	Full review of existing security measures, identification of weaknesses, and development of an improvement plan. Contract negotiations in place.	●

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Economic Development Assistance Policy V#2	230224	<p>RESOLUTION 230224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Economic Development Assistance Policy V#2 be adopted and placed in the Policy Register.</p> <p style="text-align: right;">CARRIED</p>	Gordon, Sandra

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Quarterly Budget Review - Period Ended 31 December 2023	110224	<p>RESOLUTION 110224</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Kron Nicholas</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> Adopt the budget variations as detailed within the report and any subsequent changes made to those votes, in Council's estimates of income and expenditure for 2023/2024 financial year, which includes changes to the 2023/2024 Capital Listing as updated per Attachment 3 and the following Reserve movements: 	Chalmers, Nikki

	<p>a. to fund Capital activities:</p> <ul style="list-style-type: none"> i. \$6,336,418 from General reserve ii. \$1,455,581 from Sewer reserve iii. \$792,127 from Water reserve iv. \$2,378,334 from Waste reserve; and <p>b. from Operational activities:</p> <ul style="list-style-type: none"> i. \$4,259,698 to the General reserve ii. \$2,660,837 to the Sewer reserve iii. \$2,872,708 to the Water reserve iv. \$1,268,901 to the Waste reserve. <p style="text-align: right;">CARRIED</p>
--	---

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Investments and Reserves Report as at 31 December 2023	100124	<p>RESOLUTION 100124</p> <p>Moved: Cr Kron Nicholas</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council resolve to receive the Investments & Reserves Report, as of 31 December 2023.</p> <p style="text-align: right;">CARRIED</p>	Kershaw, Kris

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Investments and Reserves Report as at 31 January 2024	120224	<p>RESOLUTION 120224</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council resolve to receive the Investments & Reserves Report, as of 31 January 2024.</p> <p style="text-align: right;">CARRIED</p>	Smith, Peter

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Quarterly Budget Review - Period Ended 30 September 2023	191123, 201123	<p>RESOLUTION 201123</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council resolve to receive the Investments & Reserves Report, as of 31 October 2023.</p>	Chalmers, Nikki

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Quarterly Budget Review - Period Ended 30 September 2023	191123, 201123	<p>RESOLUTION 191123</p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> 1. Adopt the budget variations as detailed within the report and any subsequent changes made to those votes, in Council's estimates of income and expenditure for 2023/2024 financial year, which includes changes to the 2023/2024 Capital Listing as updated per Attachment 3 and the following Reserve movements: <ol style="list-style-type: none"> a. from reserves to fund the following Capital activities: <ol style="list-style-type: none"> i. \$6,718,393 from General reserve ii. \$1,676,850 from Sewer reserve iii. \$1,261,400 from Water reserve iv. \$2,392,954 from Waste reserve; and b. to reserves for the following Operational activities: <ol style="list-style-type: none"> i. \$4,028,018 to the General reserve ii. \$2,521,796 to the Sewer reserve iii. \$2,634,204 to the Water reserve iv. \$642,208 to the Waste reserve. 	Chalmers, Nikki

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Tender Panel of IT Consultants	151123	<p>RESOLUTION 151123</p> <p>Moved: Cr Ann Crowe</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council</p> <ol style="list-style-type: none"> 1. Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the Completed Tender Process. 2. Appoints the following consultants to a panel of IT consultants: <ul style="list-style-type: none"> <i>A23 Pty Ltd</i> <i>Atturra</i> <i>Chartertech</i> <i>DataMC</i> <i>Ladd & Associates</i> <i>Leander Business Consulting</i> <i>LGA Cloud</i> <i>Moller Family Trust</i> <i>Prometix</i> <i>SMS Integration</i> <i>Strategic Directions</i> 	Paterson, Sandy

<p><i>SWIT Consulting Systems Thinking</i></p> <p>3. Authorise the CEO to sign the consultancy agreements with panel members as required.</p> <p style="text-align: right;">CARRIED</p>

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)



Finance

- Budget review for Q2 completed.
- Budgeting for 2024/25 commenced.
- Planning for 23/24 year-end audit commenced.



Procurement

- Addressing of actions stemming from the contract management internal audit underway has slowed due to resignation of procurement manager and onboarding of replacement.
- Multiple tenders and Eols are being managed.



Governance

- Revised ARIC requirements, as per OLG guidelines, is being implemented.
- Planning for the Sep 2024 local government elections have commenced.



ICT, Systems & Processes

- P&R - Compliance & Regulatory module implementation delayed from June to November 2024.
- Project Lifecycle Management module implementation being planned, with some potential delays.
- Records Management Software and processes are being implemented using SharePoint and TechOne ECM.
- Cyber Security Review being planned. Contract negotiations with consultant.
- SCADA Review currently on hold. Cut over from 3G to 4g being prioritised.



Assets

- Asset Custodianship Framework draft report has been received and is under review.
- Revaluation of Assets in preparation for the 2023/24 audit will conclude shortly.

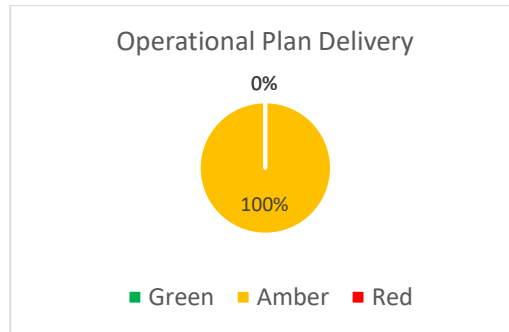
PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

- **The Financial Sustainability of the Council remains the most significant risk for Council. Restoring Current deficit to a break-even position purely through cost saving measures will require significant service level adjustments that may not be palatable to the community.**
- **Cyber Security needs to be improved. A contract to undertake a comprehensive review is being negotiated with selected consultant.**
- **No firm buyer for Mathoura Line Road land yet.**
- **Some instability in Finance and IT departments due to restructure. Permanent recruit process has commenced.**
- **Heads of Agreement (HoA) for the Sale of Cobb Highway land has been completed. First draft of detailed agreement received and being assessed.**
- **Council Continues its automation Journey through the Implementation of the TechOne System.**
- **Budget preparation for 24/25 has commenced.**

PART A: Section Accountabilities and Team Roles

Manager Business Intelligence - Sandy Paterson	Team Leader Records	Software Systems Administrator	IT/Software Trainer																																																																																																																		
<p>Manage and maintain the design/redesign and documentation of business processes.</p> <p>Review and manage software systems used within Council to ensure they are fit-for-purpose.</p> <p>Undertake custodianship of Council’s data including its security, analysis and use for decision making purposes.</p> <p>Align Council data, records, information and ICT security architecture frameworks, standards and processes.</p> <p>Ensure all Council records and managed in keeping with statutory and regulatory requirements.</p> <p>Investigate and drive automation within Council systems using current and emerging technologies (RPA, AI, ML etc.)</p> <p>Provide ongoing training to ensure staff have the necessary skills in the use of software, analysis and use of data, and understand their obligation with regard to managing records.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Manage the annual capital and operational budgets.</p> <p>To lead the delivery of the TechONE - ONECouncil SaaS solution from concept through to completion.</p> <p>Provision of ONECouncil technical expertise, recommendations and support for MRC functional group teams, key users, end users and key stakeholders.</p> <p>Co-ordinate the storage and retrieval of physical and electronic records in accordance with relevant legislation.</p> <p>Develop, document and continuously review corporate record keeping practices, procedures, policies and systems.</p>	<p>Assist with managing the electronic document management system (CM9) and ensure prompt and accurate retrieval of processed information and provide assistance to staff in using CM9.</p> <p>Assist with managing all hardcopy archiving requirements across the whole Council and ensure compliance with <i>NSW State Records Act 1998</i>.</p> <p>Assist with developing and implementing physical and electronic records disposal schedules in accordance with relevant legislation.</p> <p>Systems administration- onboarding and offboarding user logins, managing security access requirements, data cleansing, file creation and location maintenance.</p> <p>Provide support and back up to Records Officer.</p>	<p>Coordinate & support systems upgrades and implementations when appropriate, including integrations/interfaces, user acceptance testing (test plan/case development, testing support, result documentation, error and rectification monitoring) and co-ordination of cut-over tasks related to such upgrades/implementations.</p> <p>Undertake full responsibility for administering the application software systems in use within Council, including security, workflow and reporting.</p> <p>Co-ordinate report design and development. Maintain the systems set-up as required. Maintain user access to systems in keeping with applicable Council policies and guidelines.</p> <p>Support the year end roll-over processes in systems where such activities are applicable.</p> <p>Manage enquiries from the business regarding system operations and enhancements and provide timely software systems related first level help desk support to users.</p> <p>Coordinate communication of key system changes to users.</p> <p>Liaise with operational users to document the processes that are being undertaken through the software systems.</p> <p>Liaise with software vendors and other service providers as needed to deliver on the role responsibilities.</p> <p>Assist with providing software training to staff when required.</p> <p>Develop and maintain appropriate policies and procedures to facilitate effective systems administration. Participate in adhoc projects as required.</p>	<p>Systems Administrator for Council’s business applications, including managing the access control, troubleshooting of issues and outages, internally as well as with system vendors.</p> <p>Lifecycle Information Management across all systems</p> <p>Provide advice on and coordinate business processes and workflows to facilitate business improvement.</p> <p>Develop software training materials and keep them updated using vendor generated materials where available.</p> <p>Co-ordinate and deliver software induction and follow up training, to ensure staff are familiar with the operations and use of the relevant systems.</p> <p>Monitor staff usage within Council’s corporate business applications and provide advice, guidance, and assistance to drive adoption.</p> <p>Support the development, documentation and review of Council’s corporate business applications, procedures, and policies.</p> <p>Assist with business analytics and dashboard reporting across Council.</p> <p>Assist with furthering the continuous improvement and automation of Council processes using advanced technologies such as Business Intelligence products and Robotic Process Automation.</p> <p>Manage Council’s software licence register, assist in the budgeting for such licenses and manage the related payments</p>																																																																																																																		
<p>Accountabilities</p> <table border="1" data-bbox="273 1312 836 1738"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr> <td></td> <td>B</td> <td>OneCouncil Post Implementation Management</td> </tr> <tr> <td></td> <td>B</td> <td>Existing network systems & corporate business applications integration and management</td> </tr> <tr> <td></td> <td>B</td> <td>Information and Records Management</td> </tr> <tr> <td></td> <td>B</td> <td>Microsoft 365</td> </tr> <tr> <td></td> <td>B</td> <td>ECM Development & Management</td> </tr> <tr> <td></td> <td>P</td> <td>OneCouncil Post Implementation Projects</td> </tr> <tr> <td></td> <td>P</td> <td>Microsoft 365</td> </tr> <tr> <td></td> <td>P</td> <td>ECM Development</td> </tr> <tr> <td></td> <td>P</td> <td>Information & Records System Management</td> </tr> <tr> <td></td> <td>P</td> <td>Information and Records Management</td> </tr> </tbody> </table>	Number	SBPO	Accountability		B	OneCouncil Post Implementation Management		B	Existing network systems & corporate business applications integration and management		B	Information and Records Management		B	Microsoft 365		B	ECM Development & Management		P	OneCouncil Post Implementation Projects		P	Microsoft 365		P	ECM Development		P	Information & Records System Management		P	Information and Records Management	<p>Accountabilities</p> <table border="1" data-bbox="896 1312 1460 1423"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr> <td></td> <td>O</td> <td>Information and Records Management Service</td> </tr> <tr> <td></td> <td>O</td> <td>ECM Service Delivery</td> </tr> </tbody> </table>	Number	SBPO	Accountability		O	Information and Records Management Service		O	ECM Service Delivery	<p>Accountabilities</p> <table border="1" data-bbox="1519 1312 2083 1906"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr> <td></td> <td>O</td> <td>Document Work Process</td> </tr> <tr> <td></td> <td>O</td> <td>Maintain Work Processes in keeping with Changing Work Practices</td> </tr> <tr> <td></td> <td>O</td> <td>Maintain System Set-up</td> </tr> <tr> <td></td> <td>O</td> <td>Administer System User-Access</td> </tr> <tr> <td></td> <td>O</td> <td>Provide First Level Help Desk Support</td> </tr> <tr> <td></td> <td>O</td> <td>Liaise with relevant Software Vendors and Service Providers</td> </tr> <tr> <td></td> <td>O</td> <td>Support Staff Training Activities</td> </tr> <tr> <td></td> <td>O</td> <td>TechnologyOne Post Implementation System Administration</td> </tr> <tr> <td></td> <td>O</td> <td>TechnologyOne Post Implementation Access Control</td> </tr> <tr> <td></td> <td>O</td> <td>Coordinate Systems Testing</td> </tr> <tr> <td></td> <td>O</td> <td>Liaise with relevant Software Vendors and Service Providers</td> </tr> <tr> <td></td> <td>P</td> <td>Support Systems Implementations</td> </tr> <tr> <td></td> <td>P</td> <td>Support Systems Upgrades</td> </tr> <tr> <td></td> <td>P</td> <td>Coordinate Systems Testing</td> </tr> <tr> <td></td> <td>P</td> <td>Support Cyber Security Initiatives</td> </tr> </tbody> </table>	Number	SBPO	Accountability		O	Document Work Process		O	Maintain Work Processes in keeping with Changing Work Practices		O	Maintain System Set-up		O	Administer System User-Access		O	Provide First Level Help Desk Support		O	Liaise with relevant Software Vendors and Service Providers		O	Support Staff Training Activities		O	TechnologyOne Post Implementation System Administration		O	TechnologyOne Post Implementation Access Control		O	Coordinate Systems Testing		O	Liaise with relevant Software Vendors and Service Providers		P	Support Systems Implementations		P	Support Systems Upgrades		P	Coordinate Systems Testing		P	Support Cyber Security Initiatives	<p>Accountabilities</p> <table border="1" data-bbox="2142 1312 2706 1621"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr> <td></td> <td>O</td> <td>OneCouncil Post Implementation Security</td> </tr> <tr> <td></td> <td>O</td> <td>OneCouncil Post Implementation System Administration</td> </tr> <tr> <td></td> <td>O</td> <td>OneCouncil Post Implementation System Support</td> </tr> <tr> <td></td> <td>O</td> <td>IT/Software Training</td> </tr> <tr> <td></td> <td>O</td> <td>Business Improvement Delivery</td> </tr> <tr> <td></td> <td>O</td> <td>Existing Network systems and corporate business applications</td> </tr> <tr> <td></td> <td>O</td> <td>Microsoft 365</td> </tr> </tbody> </table>	Number	SBPO	Accountability		O	OneCouncil Post Implementation Security		O	OneCouncil Post Implementation System Administration		O	OneCouncil Post Implementation System Support		O	IT/Software Training		O	Business Improvement Delivery		O	Existing Network systems and corporate business applications		O	Microsoft 365
Number	SBPO	Accountability																																																																																																																			
	B	OneCouncil Post Implementation Management																																																																																																																			
	B	Existing network systems & corporate business applications integration and management																																																																																																																			
	B	Information and Records Management																																																																																																																			
	B	Microsoft 365																																																																																																																			
	B	ECM Development & Management																																																																																																																			
	P	OneCouncil Post Implementation Projects																																																																																																																			
	P	Microsoft 365																																																																																																																			
	P	ECM Development																																																																																																																			
	P	Information & Records System Management																																																																																																																			
	P	Information and Records Management																																																																																																																			
Number	SBPO	Accountability																																																																																																																			
	O	Information and Records Management Service																																																																																																																			
	O	ECM Service Delivery																																																																																																																			
Number	SBPO	Accountability																																																																																																																			
	O	Document Work Process																																																																																																																			
	O	Maintain Work Processes in keeping with Changing Work Practices																																																																																																																			
	O	Maintain System Set-up																																																																																																																			
	O	Administer System User-Access																																																																																																																			
	O	Provide First Level Help Desk Support																																																																																																																			
	O	Liaise with relevant Software Vendors and Service Providers																																																																																																																			
	O	Support Staff Training Activities																																																																																																																			
	O	TechnologyOne Post Implementation System Administration																																																																																																																			
	O	TechnologyOne Post Implementation Access Control																																																																																																																			
	O	Coordinate Systems Testing																																																																																																																			
	O	Liaise with relevant Software Vendors and Service Providers																																																																																																																			
	P	Support Systems Implementations																																																																																																																			
	P	Support Systems Upgrades																																																																																																																			
	P	Coordinate Systems Testing																																																																																																																			
	P	Support Cyber Security Initiatives																																																																																																																			
Number	SBPO	Accountability																																																																																																																			
	O	OneCouncil Post Implementation Security																																																																																																																			
	O	OneCouncil Post Implementation System Administration																																																																																																																			
	O	OneCouncil Post Implementation System Support																																																																																																																			
	O	IT/Software Training																																																																																																																			
	O	Business Improvement Delivery																																																																																																																			
	O	Existing Network systems and corporate business applications																																																																																																																			
	O	Microsoft 365																																																																																																																			

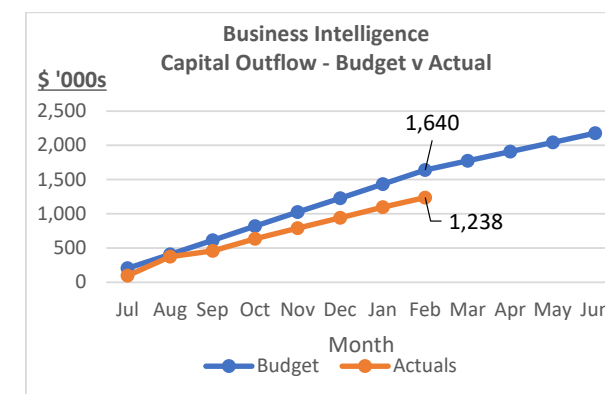
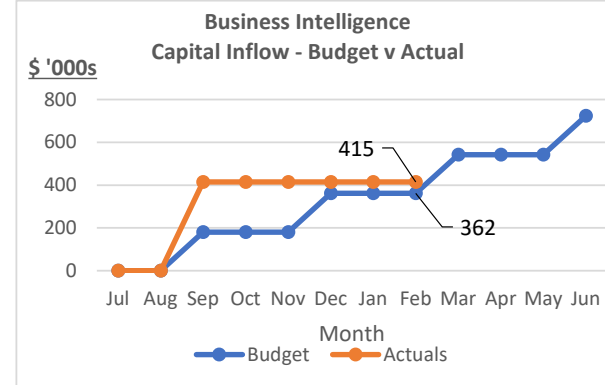
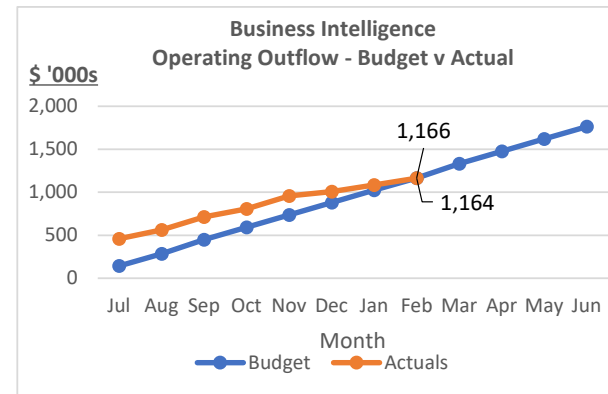
PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4 year Delivery Plan, the Business Intelligence Section relates to the promotion of improved efficiencies and effective decision making through the application of modern data capture, storage and analytics technologies. The function also promotes the communication of the information so generated, in a clear and lucid manner using storytelling techniques as well as the implementation of TechnologyOne One Council SaaS solution. The Corporate Services Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers									
2.6 – Improve externally provided information and communication									
Further develop and enhance public communication materials. (S DCS)	Advocate	(DP 2.6.4) Investigate and implement NSW Planning Portal links to allow better integration with MRC IT systems	B: MBI P: MDS O: MBI		✓	✓	✓	TechOne Compliance module implementation project kick off held, with timeline still to be refined to ensure MRC can deliver required aspects. Initial meeting held with external contractor to discuss Planning Portal integration works.	●
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers									
2.7 – Improve internal services to better support community needs									
Develop Customer focused culture within Council. (S DCS)	Deliver	(DP 2.7.1) Upgrades to internal services to increase accessibility of internal information - New CRM to improve customer interface - Develop intranet	B: MBI P: MBI O: MBI		✓	✓		Intranet: Works continue on MRC Intranet MaRCo, with WHS & Policies to be included in phase 1 including working on creating security groups for departments for access management. MaRCo launched and training provided across all depots. Records Consolidation: Works continue on M365 with Cloud Governance configuration workshops held across July- this will assist in managing creation of MS Teams & SharePoint sites. 5 services have been created and will be ready for testing this month. These services will be linked to the Intranet so users can request for the services from one central location. My Board on MaRCo now includes M365 provisioning for MS Teams & SharePoint. This will assist MRC manage information sprawl, and provide governance around external sharing to reduce data breaches. Staff training provided during December.	●
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
Use automated data capture processes to capture additional sources of data and more detailed data. (S DCS)	Deliver	(DP 7.2.1) Investigate and implement automation and digitalisation of process (manual process) across Council's operations.	B: MBI P: MBI O: MBI	✓	✓	✓	✓	Resourcing is at capacity and no ability to progress this at this stage.	●
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.3 – Apply data sources to improve corporate decision making									
Automate the process of business decision making (S DCS)	Deliver	(DP 7.3.1) Adopt deep learning and use of algorithms to manage data set and decision making in real time where possible	B: MBI P: MBI O: MBI			✓	✓		

PART C: Financial Outcomes



PART D: Project Status

Project	Comments:
R3 – Compliance	Project kick off meeting held and bookings being refined. Once confirmed invites will be sent to staff required for design Workshops. Design workshops underway with strong participation from MRC staff but ongoing concerns about adequate resourcing in Development Services team to manage the implementation over next 12 months. User Stories being developed to define requirements. Design workshops almost completed and staff identified for Key user Training in January. Training Plans being developed and Sponsor Communication Plans shared with Managers so they can provide info to their teams. Over 200 document templates are under construction to enable automation across various areas and assist MRC moving towards self-serve options for our Customers. Key User Training provided to a selection of staff on Permits & Approvals, Leases & Licences, Enforcements and certificates. Staff involved in these areas will now move into the testing phase excluding Leases, which is missing quite a bit of configuration so a decision has been made to hold off on testing until TechOne can build the base configuration. TechnologyOne struggling to provide adequate resources for the project and this has been raised a number of times with TechnologyOne. <i>Decision made to push back the go live date due to TechOne consultant availability (or lack thereof). Planning is currently underway to lock in new dates. This will have an impact on the budget as the project will push into 24/25 f/y.</i>
R2 – Property & Rates	Property & Rates module is now live in the production environment, with some additional works still underway to meet the needs of MRC. Planning underway for first TechnologyOne Water Billing run. Ongoing work continue to resolve outstanding issues with some bugs identified- TechOne is exploring options to resolve. TechOne Water Billing testing started last week of October, and to be completed in production during November. Water Billing in final stages, and likely to be distributed end of November. Works continue with Water Billing – various issues have hindered the process. <i>First water bills issued in January, with additional work identified to clean up some data issues. Liquid Trade waste issue has now been resolved.</i>
R2 – Enterprise Cash Receipting	Enterprise Cash receipting module is now live in the production environment, and some amendments have been made to the training materials to ensure they reflect the requirements. The Compliance module will impact ECR, with Officers generating pending invoices for new applications and permits, which will then be approved by the Finance Team. This process will change the way these payments are received and will require additional works to the back end of the system to manage this. Met with TechOne to discuss transition to Compliance and impact on ECR- proposal to be provided by TechOne for works required. <i>Additional training to be provided for back office receipting and staff provided with additional tools to access additional support/networking opportunities to assist with developing their skills.</i>
R2 – Enterprise Content Manager	Enterprise Content Manager module is now live in the production environment, with some additional works still underway to enable archiving & disposal. MRC need to make some strategic decisions on records management and how/when to transition from CM9 to ECM. Decision made for all property related records to be stored in ECM after 1 July 2024 and works underway to ensure this can be delivered. Workshop held with Planning & Building staff to ensure they are aware of upcoming changes to property related records. Incoming property related records being reviewed to plan for the transition across to ECM and workshops to be booked with TechOne consultants to start planning. Planning session held with TechOne to confirm timeline of various artifacts required and works have commenced. Exploring options to ensure usability of ECM to assist with change management. Attachment Types created for Doc Ones ready for them to be created. Started to create the QAPs to associate to the attachment types. <i>Met with TechOne to determine next steps to determine work required to ensure product is fit for purpose. Training materials and test cases being developed and this project will be moved under the Compliance project to support delivery.</i>
R1 - FINANCE	Staff navigated the EOFY process for the 2 nd time, with minimal support from external contractors. New interim CFO to be briefed on EOFY process for TechnologyOne.
R1 - CORPORATE ENTERPRISE BUDGETING	Additional works on hold awaiting Finance Team.
R1 - SUPPLY CHAIN MANAGEMENT	Contracts system configured, data migrated and validated- await Procurement Manager to test. Purchase Order Vs Invoice date report scheduled to run each month from September.
R1 - HUMAN RESOURCES & PAYROLL	Recruitment Requisition form has been developed and is in Testing phase. Works underway for Organisational Structure changes to align to MRC. HR dashboard is in final design stages and due to be released next month. Training module has been configured and training will be managed in TechOne in November. TechOne & CM9 training will be managed in the new module, which enables visibility across staff training in a central location. HR Training materials under review and additional training to be provided to support staff in HR. <i>HR have been tasked with reviewing the existing process mapping to determine the next steps to continue to build out the remaining aspects of the module, including recruitment and performance management.</i>

R1 – ENTERPRISE ASSET MANAGEMENT	Defects capture and Maintenance Scheduling to be rolled out. Process mapping is required to better understand Works scheduling. Asset books continuing to be refined and updated to include Assets that were missed in the reval. Await Assets Team. Pool Car Booking System being moved to T1 instead of MS Outlook – in testing phase. Pool Car Bookings moved to TechOne and training provided to staff. Feedback has been positive to date.	
R1 – STRATEGIC ASSET MANAGEMENT	Asset data to be imported - await Assets Team.	
R1 – SYSTEM ADMINISTRATION	TechOne Reports register to be updated to manage report scheduling & version control. Review of Business Process Automations (BPAs) & Resource Pools to standardize naming conventions & document use to enable long term management as the system grows. Works underway to correct multiple Business Unit naming conventions across t1 modules to align. DocOne register developed, along with naming conventions for DocOnes, XLOnes, Resource Pools and BPAs. <i>Systems Admin support has been outsourced over the past 1.5 months due to staff leave.</i>	
R3 – DATA MIGRATION	Data owners identified for the Compliance module and initial kick off meetings to be held early October. Initial workshops held with Data Owners. A large volume of data currently housed in IntraMaps, is no longer required for migration- a new tool will be implemented to extract this data from the correct NSW Government sources to ensure accuracy. This will feed into MRC systems for use within certificates & letters. Staff across MRC are working on the data migration of Development Applications, Food Businesses, Permits & Approvals and various other aspects. Rates staff working through some additional clean up in the property section to ensure we can manage the requirements for the Compliance module- particularly certificate management. <i>Data migration put on hold until configuration catches up.</i>	
R3 – ENVIRONMENTS	Planning upgrade to 2023B for Test environment on 04/10 & Production will follow on 01/11. Upgrade rolled out to MRC Test environment – Testing completed with 99% pass test cases. Moving to production 1 Nov. ECM to be scheduled for refresh to enable compliance works to commence. Permissions are to be created for staff required to access the Configuration environment of TechOne ready for Key User Training in January.	

PART E: Business as Usual

<p>Creation of Records</p> <ul style="list-style-type: none"> Records captured into Content Manager (CM9) – Councils Electronic Document Management System (EDMS): Year 2024 (to date): 8,870 documents Year 2023: 60,288 documents Total: 710,789 documents 		
<p>Archiving & Disposal</p> <table border="0"> <tr> <td> <ul style="list-style-type: none"> Records Destroyed – This Year to Date: 0 documents Records Made Inactive- This Year to Date: 15,382 documents Records Custody Transferred (Permanent Archive) - This Year: 0 Records Transferred to Off-Site Storage- This Year: 0 </td> <td> <ul style="list-style-type: none"> Records Destroyed – Total: 35,849 documents Records Made Inactive- Total: 454,218 documents Records Custody Transferred (Permanent Archive) - Total: 7 files Records Transferred to Off-Site Storage- Total: 7 Files </td> </tr> </table>	<ul style="list-style-type: none"> Records Destroyed – This Year to Date: 0 documents Records Made Inactive- This Year to Date: 15,382 documents Records Custody Transferred (Permanent Archive) - This Year: 0 Records Transferred to Off-Site Storage- This Year: 0 	<ul style="list-style-type: none"> Records Destroyed – Total: 35,849 documents Records Made Inactive- Total: 454,218 documents Records Custody Transferred (Permanent Archive) - Total: 7 files Records Transferred to Off-Site Storage- Total: 7 Files
<ul style="list-style-type: none"> Records Destroyed – This Year to Date: 0 documents Records Made Inactive- This Year to Date: 15,382 documents Records Custody Transferred (Permanent Archive) - This Year: 0 Records Transferred to Off-Site Storage- This Year: 0 	<ul style="list-style-type: none"> Records Destroyed – Total: 35,849 documents Records Made Inactive- Total: 454,218 documents Records Custody Transferred (Permanent Archive) - Total: 7 files Records Transferred to Off-Site Storage- Total: 7 Files 	
<p>Software & Systems</p> <ul style="list-style-type: none"> External consultants managing MRCs internal systems support desk due to staff shortages. 		
<p>Records & Information Management</p> <ul style="list-style-type: none"> Legal Documents under review to remove any that have expired from our active Legal Documents register. 		
<p>Additional Works</p> <ul style="list-style-type: none"> M365 – SharePoint & Teams training to kick off in February, with additional training materials being developed to support the re-launch. Process mapping has commenced for the next stage of TechnologyOne project, Request Management. 		

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
11/10/2021	Non-compliance with regulatory requirements	Policy and Procedures in place Training and support to all EDMS users Trained Records Management staff Backups of current data	Task – Develop Information Asset Register Task – Identify end user records management requirements Project – Migrate network drive data and reduce/discontinue its use Project – Migrate Content Manager (CM) and discontinue its use	● ● ● ●

			Project – Define M365 business use and relaunch with training for users and identify Systems Administrator	●
11/10/2021	Archiving and Disposal of Hardcopy records does not meet legislative requirements and/or business needs	Policy and Procedures in place Training and support for staff as required Trained Records Management staff	Task – Transfer hardcopy records to NSW State Archive for permanent archiving as per legislation. Works underway to proceed with the first transfer of Minute Books dating back to early 1900s through to 1960 to ensure safekeeping for future generations.	●
24/01/2022	iFERRET considered inadequate solution for disposal of records in Release 2	Review business requirement, scope and explore alternative	RIM review to assist with determining requirements. Review delivered Apr 2022- outcomes to be assessed over the coming weeks. Information Governance Group to be implemented with a cross section of staff to assist with strategic planning in information management across MRC. Information Governance Group meets monthly to work through information and data governance issues.	●
24/07/2023	Availability of specific skill sets internally to complete required works	Identifying gaps in resources early	MRC will need to look at providing additional external resources to supplement existing internal resources in order to undertake additional works required for the Records & Information Management project and potentially other areas of the TechnologyOne rollout. Internal resourcing has caused delays with data migration for the TechnologyOne project and additional resourcing will need to be allocated to keep the project on track.	●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

technologyone

✓ **Progress to date:**

- 177 document templates to be built to enable auto-generation from the new Compliance modules, currently 23% completed. MRC started with over 200 templates, which we are streamlining as we work through to ensure the documents are generic where possible which will make them easier to maintain.

Currently Underway

- 1st Water Billing run from techOne – issued after numerous challenges. Still working with techOne consultants to resolve a number of outstanding product issues.
- TechOne Compliance testing has been put on hold, with a decision made to push back the go live date to mid November. TechOne have limited resources available to complete the build and there's no point pushing on with a product that won't be fit for purpose. This will give staff time to review what's been built to date and ensure it meets the requirements.
- Identified a product issue with the techOne integration with NSW Planning Portal, which has been raised with TechOne to resolve.

MaRCo

MRC Intranet

NSW Local Government Award added to MaRCo and additional sites being developed for HR & project management.

Information & Records Governance Group

Works continue of Privacy Statement being added to all MRC forms. Go-Live for AvePoint Governance, with a Lunch and Learn provided and a smooth process to date.

technologyone

Transforming business, making life simple

TechOne ECM for records management

Training materials & test cases to be developed and health check to confirm outstanding works required to deliver.

Software In Use Across Council

Murray River Council currently utilises over a 100 software products to keep us operational. These range from engineering design tools, tourism communication platforms, community home support client database, managing our water treatment plants, phones, email and various other areas. As we continue our digital transformation we need to be mindful it's not about buying the latest and greatest shiny new tools, it's about streamlining where possible and ensuring products are fit for purpose. Information sprawl has always been a challenge, and it's critical MRC focus on getting the 'best bang for their buck'.

Investment in an ERP, such as TechnologyOne is a great step to achieving 'one source of truth' with improved visibility and reporting, but unless it's supported across the whole of Council, it's a large expense for limited value.

Software Products in Use 23/24

Annual Software costs 24/25

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

M365 – SharePoint & Teams training to kick off in February, with additional training materials being developed to support the re-launch.
 TechnologyOne – Project Status moved to Red due to technologyOne consultant availability, and the go live date for delivery has been pushed back to mid November. Re-planning currently underway to facilitate this change.

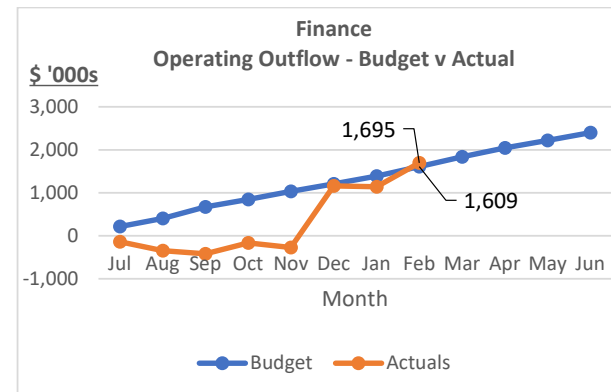
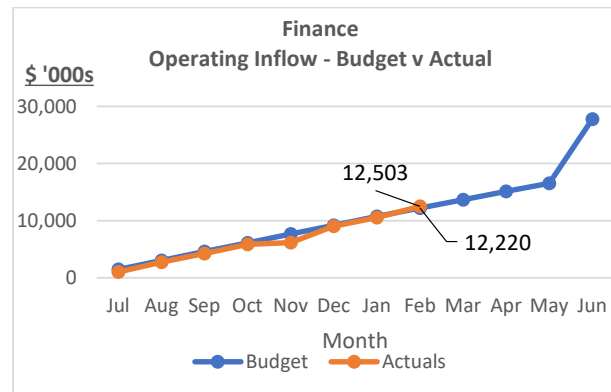
PART A: Section Accountabilities and Team Roles

Interim Chief Operating Officer – Peter Smith	Management Accountant	Financial Accountant	Coordinator Financial Operations	Rates Coordinator/Revenue Officer																																																																																																																																																
<p>Operate in a financially responsible and sustainable manner (IPR ratios).</p> <p>Review, revise and maintain Council’s Long Term Financial Plan in line with statutory requirements.</p> <p>Provide financial reports to Management and staff to assist in budget control and decision making.</p> <p>Ensure adequate and effective internal controls are in place for all financial management.</p> <p>Maintain a strategic rating structure that is equitable across the region.</p> <p>Manage investments in the long-term interest of the community and within regulatory requirements.</p> <p>Complete annual & quarterly budgeting processes in-line with statutory requirements.</p> <p>Process accounts payable in-line with Councils protocols and suppliers’ terms of trade.</p> <p>Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.</p> <p>Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.</p> <p>Organise and manage the external audit of Council and address any rectification/improvement action arising therefrom.</p>	<p>Assist the Finance Manager in budgeting, forecasting, reporting, and analysis.</p> <p>Prepare Council’s operational and long-term financial plan, monthly and quarterly budget reporting</p> <p>Assist with the long-term financial strategy, performance monitoring and working with managers and ELT to achieve budget targets.</p> <p>Provide ongoing training and support to Council staff on budget and reporting processes.</p>	<p>Assist the Finance Manager in meeting all compliance reporting requirements.</p> <p>Undertake compliance reporting, compliance adherence, end of month processes, journal processing, and general ledger monitoring/ maintenance.</p> <p>Reconcile & Monitor General Ledger reconciliations and monitoring.</p>	<p>Assist the Finance Manager through the supervision of day-to-day finance operations.</p> <p>Supervise accounts payable, accounts receivable, payroll, and trainee finance staff.</p> <p>Manage bank reconciliations.</p> <p>Prepare accounting entries for the disposal and additions of plant/ fleet.</p>	<p>Manage the rating function of Council.</p> <p>Levy Council’s rates each year, respond to ratepayer enquires and maintain rates master file details.</p> <p>Undertake debt recovery activities.</p> <p>Facilitate the sale of land for the recovery of unpaid rates as required.</p>																																																																																																																																																
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Internal Finance & Revenue</td></tr> <tr><td>B</td><td>Rates & Revenue</td></tr> <tr><td>B</td><td>Investments</td></tr> <tr><td>B</td><td>Payroll</td></tr> <tr><td>B</td><td>Fees & Charges</td></tr> <tr><td>B</td><td>Financial Projects</td></tr> <tr><td>B</td><td>Management Accounting & Reporting</td></tr> <tr><td>B</td><td>Corporate Financial Planning</td></tr> <tr><td>B</td><td>Sundry Debtors</td></tr> <tr><td>B</td><td>Accounts Payable</td></tr> <tr><td>B</td><td>External Audit</td></tr> <tr><td>P</td><td>External Audit</td></tr> <tr><td>P</td><td>Finance Systems and Processes</td></tr> <tr><td>P</td><td>Investment Management</td></tr> <tr><td>O</td><td>Corporate Finance Accounting</td></tr> <tr><td>O</td><td>Monitoring & Payment of Bills</td></tr> <tr><td>O</td><td>Annual Workcover Estimate and Return</td></tr> </tbody> </table>	SBPO	Accountability	B	Internal Finance & Revenue	B	Rates & Revenue	B	Investments	B	Payroll	B	Fees & Charges	B	Financial Projects	B	Management Accounting & Reporting	B	Corporate Financial Planning	B	Sundry Debtors	B	Accounts Payable	B	External Audit	P	External Audit	P	Finance Systems and Processes	P	Investment Management	O	Corporate Finance Accounting	O	Monitoring & Payment of Bills	O	Annual Workcover Estimate and Return	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Management Accounting</td></tr> <tr><td></td><td>P</td><td>Budget Projects</td></tr> <tr><td></td><td>O</td><td>Quarterly Budget Review & Reporting</td></tr> <tr><td></td><td>O</td><td>Budget Resource for Managers</td></tr> <tr><td></td><td>O</td><td>Annual Budget Preparation (10-year plan)</td></tr> <tr><td></td><td>O</td><td>Accounting System Maintenance</td></tr> <tr><td></td><td>O</td><td>Management Accounting & Reporting Delivery</td></tr> <tr><td></td><td>O</td><td>Internal Monthly Budget Reporting</td></tr> <tr><td></td><td>O</td><td>Annual Budget Preparation (1-year operating plan)</td></tr> <tr><td></td><td>O</td><td>External Audit Service</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	Management Accounting		P	Budget Projects		O	Quarterly Budget Review & Reporting		O	Budget Resource for Managers		O	Annual Budget Preparation (10-year plan)		O	Accounting System Maintenance		O	Management Accounting & Reporting Delivery		O	Internal Monthly Budget Reporting		O	Annual Budget Preparation (1-year operating plan)		O	External Audit Service	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Financial Projects</td></tr> <tr><td></td><td>O</td><td>Investment Management</td></tr> <tr><td></td><td>O</td><td>Annual Financial Statements</td></tr> <tr><td></td><td>O</td><td>Audit Reporting & Compliance</td></tr> <tr><td></td><td>O</td><td>Financial Projects</td></tr> <tr><td></td><td>O</td><td>Monthly Financial Reporting</td></tr> <tr><td></td><td>O</td><td>FBT Management</td></tr> <tr><td></td><td>O</td><td>Monthly Investment Reporting.</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	Financial Projects		O	Investment Management		O	Annual Financial Statements		O	Audit Reporting & Compliance		O	Financial Projects		O	Monthly Financial Reporting		O	FBT Management		O	Monthly Investment Reporting.	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Fees and Chargers</td></tr> <tr><td></td><td>P</td><td>Internal Finance and Revenue</td></tr> <tr><td></td><td>O</td><td>Fees and Chargers</td></tr> <tr><td></td><td>O</td><td>Bank Reconciliation (incl B/O Receipting)</td></tr> <tr><td></td><td>O</td><td>Business Activity Statement (BAS incl Fuel Rebate)</td></tr> <tr><td></td><td>O</td><td>Fortnightly Payroll Review</td></tr> <tr><td></td><td>O</td><td>RFS Financial Transactions</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	Fees and Chargers		P	Internal Finance and Revenue		O	Fees and Chargers		O	Bank Reconciliation (incl B/O Receipting)		O	Business Activity Statement (BAS incl Fuel Rebate)		O	Fortnightly Payroll Review		O	RFS Financial Transactions	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Rates and Revenue</td></tr> <tr><td></td><td>O</td><td>Rate Enquiry Service</td></tr> <tr><td></td><td>O</td><td>Rates Debt Recovery</td></tr> <tr><td></td><td>O</td><td>Calculate Annual Rates</td></tr> <tr><td></td><td>O</td><td>Customer Water Debt Recovery West</td></tr> <tr><td></td><td>O</td><td>Water System Billing Backend West</td></tr> <tr><td></td><td>O</td><td>Water System Billing and Support West</td></tr> </tbody> </table>	Number	SBPO	Accountability		O	Rates and Revenue		O	Rate Enquiry Service		O	Rates Debt Recovery		O	Calculate Annual Rates		O	Customer Water Debt Recovery West		O	Water System Billing Backend West		O	Water System Billing and Support West
SBPO	Accountability																																																																																																																																																			
B	Internal Finance & Revenue																																																																																																																																																			
B	Rates & Revenue																																																																																																																																																			
B	Investments																																																																																																																																																			
B	Payroll																																																																																																																																																			
B	Fees & Charges																																																																																																																																																			
B	Financial Projects																																																																																																																																																			
B	Management Accounting & Reporting																																																																																																																																																			
B	Corporate Financial Planning																																																																																																																																																			
B	Sundry Debtors																																																																																																																																																			
B	Accounts Payable																																																																																																																																																			
B	External Audit																																																																																																																																																			
P	External Audit																																																																																																																																																			
P	Finance Systems and Processes																																																																																																																																																			
P	Investment Management																																																																																																																																																			
O	Corporate Finance Accounting																																																																																																																																																			
O	Monitoring & Payment of Bills																																																																																																																																																			
O	Annual Workcover Estimate and Return																																																																																																																																																			
Number	SBPO	Accountability																																																																																																																																																		
	P	Management Accounting																																																																																																																																																		
	P	Budget Projects																																																																																																																																																		
	O	Quarterly Budget Review & Reporting																																																																																																																																																		
	O	Budget Resource for Managers																																																																																																																																																		
	O	Annual Budget Preparation (10-year plan)																																																																																																																																																		
	O	Accounting System Maintenance																																																																																																																																																		
	O	Management Accounting & Reporting Delivery																																																																																																																																																		
	O	Internal Monthly Budget Reporting																																																																																																																																																		
	O	Annual Budget Preparation (1-year operating plan)																																																																																																																																																		
	O	External Audit Service																																																																																																																																																		
Number	SBPO	Accountability																																																																																																																																																		
	P	Financial Projects																																																																																																																																																		
	O	Investment Management																																																																																																																																																		
	O	Annual Financial Statements																																																																																																																																																		
	O	Audit Reporting & Compliance																																																																																																																																																		
	O	Financial Projects																																																																																																																																																		
	O	Monthly Financial Reporting																																																																																																																																																		
	O	FBT Management																																																																																																																																																		
	O	Monthly Investment Reporting.																																																																																																																																																		
Number	SBPO	Accountability																																																																																																																																																		
	P	Fees and Chargers																																																																																																																																																		
	P	Internal Finance and Revenue																																																																																																																																																		
	O	Fees and Chargers																																																																																																																																																		
	O	Bank Reconciliation (incl B/O Receipting)																																																																																																																																																		
	O	Business Activity Statement (BAS incl Fuel Rebate)																																																																																																																																																		
	O	Fortnightly Payroll Review																																																																																																																																																		
	O	RFS Financial Transactions																																																																																																																																																		
Number	SBPO	Accountability																																																																																																																																																		
	O	Rates and Revenue																																																																																																																																																		
	O	Rate Enquiry Service																																																																																																																																																		
	O	Rates Debt Recovery																																																																																																																																																		
	O	Calculate Annual Rates																																																																																																																																																		
	O	Customer Water Debt Recovery West																																																																																																																																																		
	O	Water System Billing Backend West																																																																																																																																																		
	O	Water System Billing and Support West																																																																																																																																																		

PART B: 4 Year Delivery Program and 1 Year Operational Plan

The Finance Section relates to the Corporate Services Directorate directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program. This Business Unit will contribute to other MOR reports as required.

PART C: Financial Outcomes



PART D: Project Status

PART E: Business as Usual

- The Quarter 2 Budget Review submissions have been completed. The revised budget presented to Council at its February Meeting.
- Preparations for the 2024-25 Budget has commenced.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
Jan 2024	Availability of Finance Resources	The restructure of the Finance team as caused some disruptions. Currently Operating with an Interim CFO and FC	Quotations are being sought by HR from recruitment consultants to manage the recruitment process.	● ● ●
Jan 2024	Change of contact auditor	Audit Office NSW has indicated that the contract auditor undertaking the audit will change from next year. This can cause some extra workload until the new auditors get up to speed with MRC specifics.	Closely manage the process of engagement with the new contractors.	● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

- A review of the Month-end and Year-end processes are underway with the Interim CFO leading the process.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

- Budgeting: Q2 Review is being Completed. 2024-25 budgeting process has commenced.
- Year End Process: Will be engaging with a new contractor auditor. Preparations are underway.

PART A: Section Accountabilities and Team Roles

Manager Governance and Risk – Sandra Gordon

Ensure Council’s legislative and regulatory compliance and reporting requirements are adhered to.

Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented and are actions follow-up.

Establish adequate insurance cover for Council activities, in consultation with operational managers.

Maintain the suit of required corporate registers and undertake the related reporting requirements.

Facilitate the functioning of the Audit & Risk Committee and the internal audit function of Council.

Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials and where required assist with their reporting requirements.

Managing the legal services relationships.

Provide advice and assistance on governance related matter to the whole of Council.

Manage the annual operational budget.

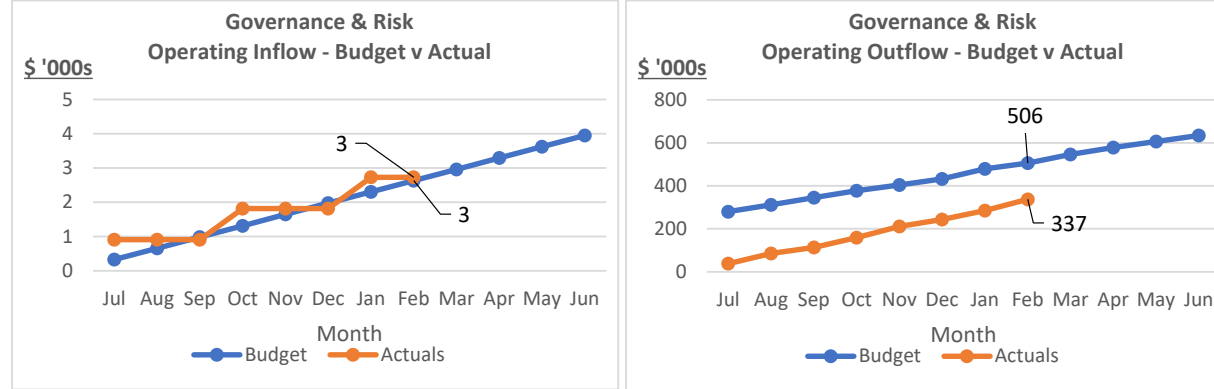
Accountabilities

Number	SBPO	Accountability
	B	Legal Services Management
	B	Risk Management
	B	Governance Framework
	B	Policy & Procedure Management
	B	Legislative Compliance
	P	Legal Services
	P	Policies & Procedures
	P	Risk Management
	P	Legislative Compliance
	P	Legal Services Contract Management
	P	Business Continuity
	P	Internal Audit
	O	Maintenance of Policies and Procedures documents and systems
	O	Corporate Performance & Reporting – Publications
	O	Legislative Compliance
	O	Implementation of Governance Framework and supporting education
	O	Coordination of Legal Services
	O	Annual Report
	O	Government Information Public Access (GIPA) Service
	O	Risk Management
	O	Councillor Induction & Training
	O	Business Continuity
	O	Internal Audit Services

PART B: 4 Year Delivery Program and 1 Year Operational Plan

Under the 4-year Delivery Plan, Governance & Risk relates to: Good governance practices and the Statutory requirements of Local Government. Ensuring Council has an effective corporate governance framework that complies with all legislative requirement and promotes business excellence. There are no specific items in either the Delivery Plan or Operational Plan that relates to this position.

PART C: Financial Outcomes



PART D: Project Status

No projects planned

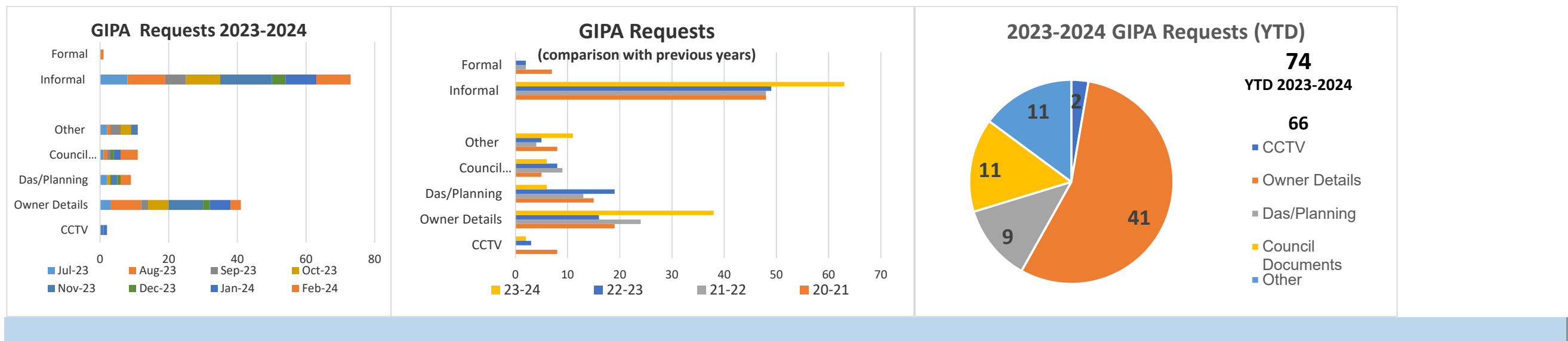
PART E: Business as Usual

PART F: Service Metrics

Key Performance Indicators

Report Against Position Description	Officer	Comments: (Business Manager to provide short precis.)	
Ensure Legislative / regulatory compliance and reporting is met/adhered to.	MGR	<ul style="list-style-type: none"> Ward Boundary Realignment Completed Compliance Register – updated and legislative changes distributed to the relevant officers – ongoing Public Interest Disclosures (PIDs) – Annual return submitted Government Interest (Public Access) Act Return (GIPA) – Annual return submitted Reviewing software to streamline the process Updated Legislative Compliance Register Updated Policy Matrix – to include new legislation Privacy Statement on website and Council documents reviewed Annual Report – Finalised and published to the website as at the 30 November 2023 Mandatory Data Breach Notification – webinar attended – preparation of the new rules being developed GIPA Annual Return – Collated and Submitted Code of Conduct Annual Return – completed and submitted - Report for Council Internal Audit Framework, Internal Audit Charter and Terms of Reference for ARIC – DRAFT for consultation Capital Bid submitted for dedicated Legislative Compliance software/ Delegations of Authority 	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="margin-bottom: 5px;">●</div> <div style="margin-bottom: 5px;">●</div> <div style="margin-bottom: 5px;">●</div> <div style="margin-bottom: 5px;">●</div> </div>
Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented and are actions follow-up.	MGR	<ul style="list-style-type: none"> Risk Register – updated Capital Bid submitted for dedicated Risk Management software 	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="margin-bottom: 5px;">●</div> </div>
Establish adequate insurance cover for Council activities, in consultation with operational managers.	MGR	<ul style="list-style-type: none"> Insurance Policies for 2023-2024 have been finalised 2023-2024 Certificates of Currency – available in CM9 Technicality due to policy wording (informed by Mutual management) is being investigated 	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="margin-bottom: 5px;">●</div> <div style="margin-bottom: 5px;">●</div> </div>

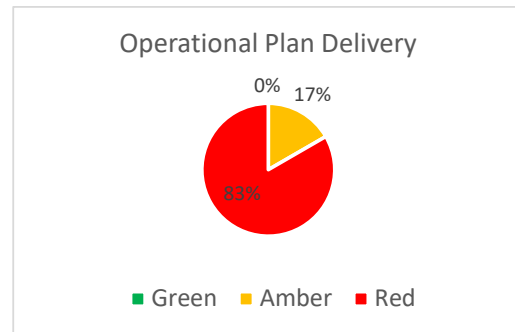
		<ul style="list-style-type: none"> ▶ Insurance Renewal Questionnaires – underway - 4 completed and submitted 	
Manage and develop Policies and Procedures	MGR	<ul style="list-style-type: none"> ▶ Jul 2023 – Related Party Disclosure Policy – adopted ▶ Aug 2023 – Media Policy – adopted ▶ Sep 2023 – Contaminated Land Policy – adopted ▶ Sep 2023 – Pesticide Use Notification Plan – adopted ▶ Oct 2023 – Budget Policy – adopted ▶ Oct 2023 – Borrowing Policy – adopted ▶ Nov 2023 - Councillors & Employees Interaction Policy - adopted ▶ Nov 2023 - Road & Place Name Policy – adopted ▶ Feb 2024 - Economic Development Assistance Policy – adopted 	●
Develop, maintain and report on Council’s suite of Corporate registers	MGR	<ul style="list-style-type: none"> ▶ Updated Fraud and Corruption Register ▶ 2022-2023 Related Parties – completed ▶ Secondary Employment returns – on-going ▶ Disclosure of Interest Returns – redacted and placed on the website ▶ Informal GIPA requests YTD - 74 ▶ Formal GIPA requests YTD – 66 ▶ Due to a high increase in applications for property details in November the total GIPA request are 16 higher than the same period last year 	●
Facilitate the Audit & Risk Committee function of Council	MGR	<ul style="list-style-type: none"> ▶ Committee Meeting for the endorsement of the Financial Statements held 18 September 2023 ▶ 2022-2023 ARIC Annual Report – finalised ▶ Meeting held August 2023 ▶ Meeting held 9 September 2023 ▶ Meeting held 6 November 2023 ▶ Meeting held 26 February 2024 	●
Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials	MGR	<ul style="list-style-type: none"> ▶ Political Donations Forms – distributed to Councillors ▶ Report to Council - Payment of the mayoral allowance when assuming the position of acting mayor ▶ Report to Council - Circular 24-01 constitutional referendums and council polls 	●
Managing the legal services relationships.	MGR	<ul style="list-style-type: none"> ▶ Processes under review 	●



PART A: Section Accountabilities and Team Roles

Manager of IT and Digital Services – Alex Green			Coordinator Technology & Digital Services		
<p>Manage the of the information and communications infrastructure to enable the required connectivity and data exchange requirements.</p> <p>Ensure security of Council information and ICT assets.</p> <p>Provide support services to staff in relation to use of technology.</p>			<p>Coordination of the delivery of IT services to Council</p> <p>Supports the Manager – Technology & Digital Services to deliver the MSP contract, Network, CCTV, Access Control, Radio network and anything else required for council to deliver services to the community.</p>		
Accountabilities			Accountabilities		
Number	SBPO	Accountability	Number	SBPO	Accountability
	B	Public Access Systems		P	IT Asset Procurement & Disposal
	B	IT Networks		P	Existing network systems and corporate business applications
	B	Printing Services		P	Library Management Systems
	B	IT Support		P	IT System Administration
	B	IT System Software & Hardware		P	Portable Assets – IT
	B	Community Safety		P	Printing Services
	B	Portable Assets		P	Point of Sale
	B	Communication Towers & Radio Controls		P	IT – Product Development
	B	Point of Sale		P	IT Support Projects
	B	IT System Administration		P	IT System – Software & Hardware.
	B	IT Asset Procurement & Disposal		P	IT Cabling
	B	IT – Product Development		P	Internal Phone & Internet
	B	Internal Phone and Internet Services		P	Community Safety
	B	IT Cabling		P	IT Security Systems
	B	Library Management Systems		P	Public Access Systems
	B	Drone Registration & Compliance		P	SCADA
	O	Cyber Security		P	Communication Towers & Radio Controls
	O	Point of Sale		P	IT Networks
	O	Printing Services		P	IT Security Systems
	O	IT Asset Procurement and Disposal		O	IT System Maintenance
	O	Library Systems		O	IT System – Software & Hardware
	O	IT Systems		O	Portable Assets – IT
	O	IT Infrastructure & Support to MBI		O	Community Safety
	O	Drone Registration & Compliance		O	IT Security Systems
				O	Internal Phone and Internet Services
				O	Public Access
				O	Communication Towers & Radio Controls
				O	IT Cabling
				O	IT Network Support Services

PART B: 4 Year Delivery Program and 1 Year Operational Plan



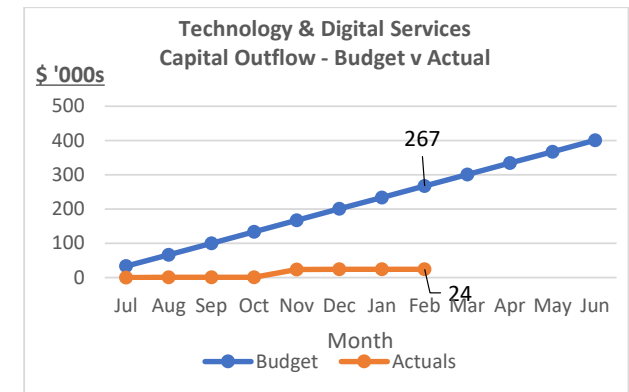
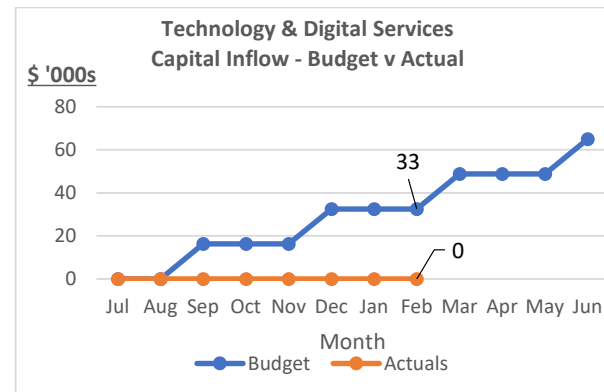
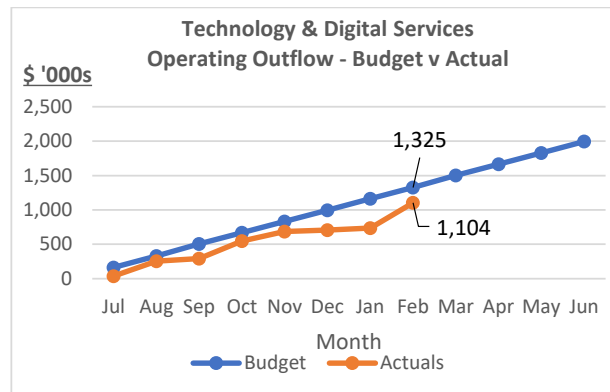
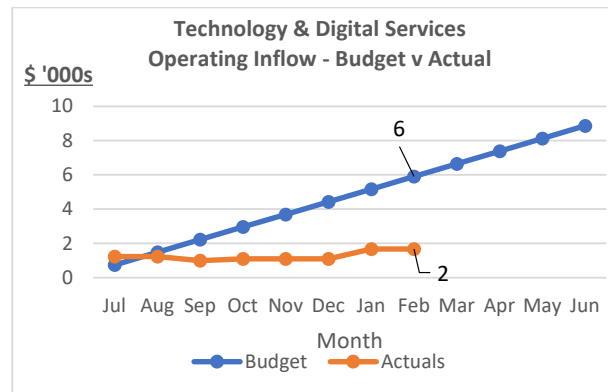
Under the 4 year Delivery Plan, the Technology and Digital Services section relates to: Adequate and appropriate ICT underpins all aspects of a local government's work. It is integral to the delivery of local government services: from the provision of information and advice, to providing better analysis of environmental, demographic and social change for better land use management and planning. ICT also supports local government back office operations, providing data storage, information management, email and mobile communications. The rapid adoption of mobile, on-demand, and social media technologies has changed expectations of service delivery. These developments offer an opportunity for local government to provide services in new ways, and to interact through new modes. Mobile, internet and cloud technologies provide further opportunities for innovation and efficiencies in service delivery.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.6 – CCTV Strategy									
Develop and implement a CCTV strategy for all townships. (S DCS)	Deliver	(DP 3.6.1) Develop CCTV strategy.	B: MTDS P: O:	✓				Work in progress: has been slightly delayed by the floods and BAU workload.	●
	Deliver	(DP 3.6.2) Begin installation and management of CCTV devices as identified in the strategy	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●
Develop and implement a Digital Communication and Network Strategy. (S DCS)	Deliver	(DP 6.5.1) Develop an Internal Digital Communication and Network strategy	B: MTDS P: O:	✓	✓			Not yet commenced	●
	Partner, Advocate	(DP 6.5.2) Create local partnerships to advocate for improved and up-to-date Digital Communications for the region	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●
	Deliver, Partner, Advocate	(DP 6.5.3) Advocate for implementation of strategic outcomes across the LGA.	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
Embed mobile devices to capture field data using existing processes. (S DCS)	Deliver	(DP 7.2.2) Investigate mobile devices to capture field data using existing processes	B: MTDS P: O:			✓	✓		●
Use new technology and software to capture information. (S DCS)	Deliver	(DP 7.2.4) Continue surveillance of new and emerging technologies to be incorporated in a timely manner.	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●

murray river council Monthly Operational Report – February 2024

Information Technology

PART C: Financial Outcomes



PART D: Project Status

Projects are ongoing and Cyber Security Review is in the final stages of being awarded.

PART E: Business as Usual

ICT PROJECTS Status at the end of January			●	●	●
#	PROJECT	COMMENTS			
1	MATHOURA POOL SALTO INSTALL	Ongoing – Working on issues with comms on water tower	●		
2	MATHOURA REC RESERVE SALTO INSTALL	Ongoing – Working on issues with comms on water tower		●	
3	MATHOURA WAR MEMORIAL BUILDING SALTO INSTALL	Ongoing – Working on issues with comms on water tower	●		
4	MATHOURA TRANSFER STATION SOLAR	Ongoing – Working on issues with comms on water tower		●	
5	TRANSFER STATION SOLAR (4 Sites)	Ongoing – Assessing as funds become available		●	
6	PARALLELS DECOMMISSIONING	Ongoing – Need to wait for Compliance module in TechnologyOne to go live		●	
7	TOOLEYBUC PARK INTERNET (STARLINK)			●	
8	TOOLEYBUC HACC OFFICE SPEED UPGRADE (STARLINK)			●	
9	WAKOOL REC RESERVE INTERNET			●	
10	MOULAMEIN CLEAN UP RECORDS SHED			●	

PART F: Service Metrics

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
31/12/2020	Cyber/Security Control – Loss of Information		Develop and test an ICT Disaster Recovery & Business Continuity Plan	●
31/12/2020	Cyber/ Security Control – IT Infrastructure Failure		Develop and test an ICT Disaster Recovery & Business Continuity Plan	●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

No manager currently in role.

PART A: Section Accountabilities and Team Roles

Chief Legal Counsel – Sam Rodriguez

Provide procurement and property/leasing and tendering related services to the organisation. Ensure compliance with legislative requirements. Develop a high-level framework & monitor policy and procedures including advice, training, templates and support services for both Procurement & Property. Coordinate public tendering to meet legislative requirements and manage Contract Register (GIPA). Provide oversight for Internal procurement probity and audit. Manage supplier relationships. Coordinate purchases and sales of property and facilitate commercial application of property, where appropriate. Develop and manage the Lease Register. Provide oversight for commercial leases and associated issues. Advise on management of crown land. Manage the annual capital and operational budgets.

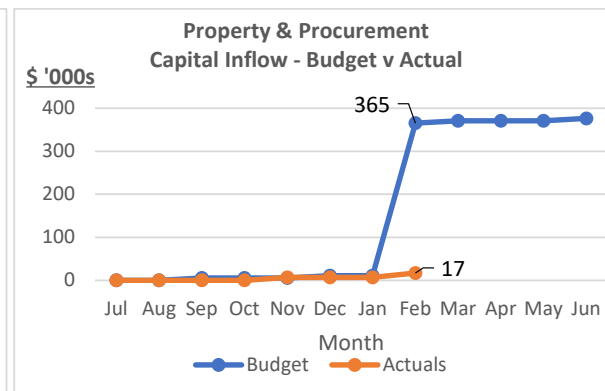
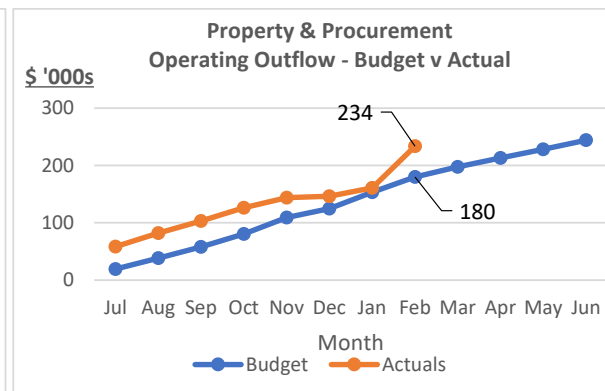
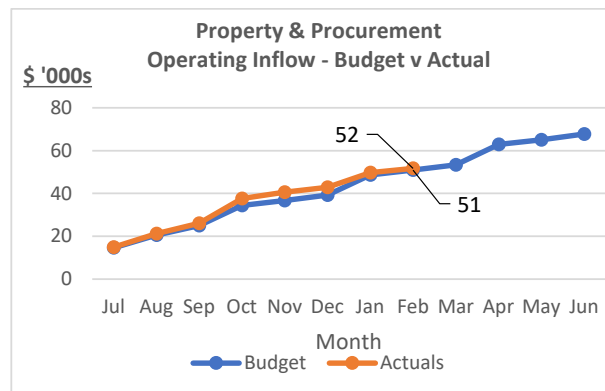
Accountabilities

Number	SBPO	Accountability
	B	Office and Stationary Supply
	B	Procurement Advice and Framework
	B	Management of Crown Land
	B	Contracts Advice and Framework
	B	Income Strategy for Commercial Leases
	B	Leasing Management
	B	Land Sales and Procurement Management
	P	Income from Commercial Leases
	P	Leasing Projects
	P	Crown Land Project Management
	P	Retirement Villages
	P	Procurement
	O	Income from Commercial Leases
	O	Procurement Services
	O	Leasing Services
	O	Property Framework
	O	Property Compliance
	O	Crown Land Reserve Management

PART B: 4 Year Delivery Program and 1 Year Operational Plan

The Procurement and Property Unit relates to: Procurement and Property/Leasing functions. The Corporate Services Directorate directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program. This Business Unit will contribute to other MOR reports as required.

PART C: Financial Outcomes



PART D: Project Status

Investigation into an appropriate software platform to appropriately manage contracts and leases – There may be potential to expand the usage of some existing systems to incorporate this functionality.

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

Nil to report

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

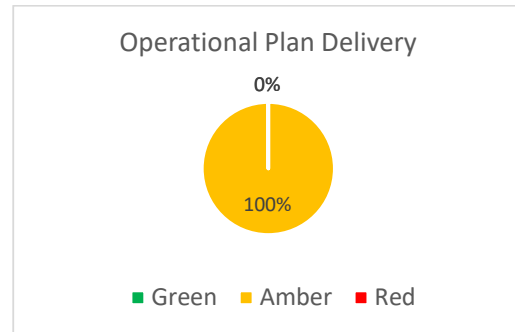
Nil to report

PART A: Section Accountabilities and Team Roles

Manager Strategic Assets – (Brodie Goodsell)	Asset Systems Coordinator	Asset Officer																																																																																																
<p>An integration role for big picture and long term, mapping out big infrastructure projects into the future to ensure they link up and are sequenced logically. Provide an information and Advisory role to the rest of the organisation on the above. Manager Strategic Assets will also ‘map’ the 10-year financial plan, to not only ‘join the dots’ but make sure there is enough money to pay for it at the time the Projects are planned for. The keeper of all information related to our assets including Developing, Maintaining the Asset Register MRC has 35 Asset types dispersed across the organisation. The Assets team provide an advisory and information role to the Business Managers in the organisation. They provide a one stop shop for all information capture about all our assets including what they are, how many we have, what they are valued, what condition they are in, how long they will last, what we should be spending on them and when. This assists Business Managers to work out what & how to categorise assets so at budget time listing and getting approval for ‘cluster’ business cases becomes easier. Other requirements of the Strategic Assets team include Management of GIS/Mapping, Maintenance Management and Addressing systems and data, Road Naming, Gazettal’s and Closures.</p>	<p>The primary objective of the if the Asset Systems Coordinator to manage the systems and data associated with Murray River Council Assets, GIS, Maintenance Management and Rural Addressing. The GIS/Mapping systems are used to spatially locate all MRC assets and planning areas providing associated data within a mapping system. The Asset Systems Coordinator responsible for keeping this mapping data updated, enabling access and integration to all mapping data across all platforms throughout the business. They are also responsible for managing the Management of Maintenance Management systems which record inspections, defects and accomplishments against council assets.</p>	<p>The primary objective of the if the Asset Officer is to manage the data and requests associated with Murray River Council Assets, Maintenance Management, Rural Addressing, Road Naming, Gazettal’s and Road Closures. Rural Addressing, Road Naming, Gazettal’s and Road Closures must be undertaken in accordance with strict NSW State Government requirements and the Asset Officer is responsible for ensuring these processes are fulfilled at Murray River Council in line with these requirements.</p>																																																																																																
<p>Accountabilities</p>	<p>Accountabilities</p>	<p>Accountabilities</p>																																																																																																
<table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Council Asset Mapping</td></tr> <tr><td>B</td><td>Strategic Asset Projects Management</td></tr> <tr><td>B</td><td>Strategic Asset Planning (4 yrs.) LFTP and IP&R</td></tr> <tr><td>B</td><td>Asset Expenditure Forecasting</td></tr> <tr><td>B</td><td>Gifted Assets</td></tr> <tr><td>B</td><td>Infrastructure Forward Works</td></tr> <tr><td>B</td><td>Asset Creation and Disposal</td></tr> <tr><td>B</td><td>Corporate Asset Advisory & Information Role to Managers</td></tr> <tr><td>B</td><td>Asset and Finance Alignment</td></tr> <tr><td>B</td><td>Rural Addressing</td></tr> <tr><td>B</td><td>Asset Plan Monitoring & Updating</td></tr> <tr><td>B</td><td>GIS Mapping System</td></tr> <tr><td>B</td><td>Council Asset Management Plans</td></tr> <tr><td>B</td><td>Corporate Asset Systems Management and Operations</td></tr> </tbody> </table>	SBPO	Accountability	B	Council Asset Mapping	B	Strategic Asset Projects Management	B	Strategic Asset Planning (4 yrs.) LFTP and IP&R	B	Asset Expenditure Forecasting	B	Gifted Assets	B	Infrastructure Forward Works	B	Asset Creation and Disposal	B	Corporate Asset Advisory & Information Role to Managers	B	Asset and Finance Alignment	B	Rural Addressing	B	Asset Plan Monitoring & Updating	B	GIS Mapping System	B	Council Asset Management Plans	B	Corporate Asset Systems Management and Operations	<table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Strategic Assets Projects</td></tr> <tr><td>P</td><td>Asset Plan Monitoring and Updating</td></tr> <tr><td>P</td><td>Local Environmental Plan Mapping</td></tr> <tr><td>P</td><td>Infrastructure Forward Works</td></tr> <tr><td>P</td><td>Rural Addressing</td></tr> <tr><td>P</td><td>Plant, Fleet & Equipment Asset Plans</td></tr> <tr><td>P</td><td>Asset Expenditure Forecasting</td></tr> <tr><td>P</td><td>Asset Creation and Disposal</td></tr> <tr><td>P</td><td>Corporate Asset Advisory & Information Role to Managers</td></tr> <tr><td>P</td><td>Asset & Finance Alignment</td></tr> <tr><td>P</td><td>Council Asset Management Plans</td></tr> <tr><td>P</td><td>Corporate Asset Systems</td></tr> <tr><td>P</td><td>GIS Mapping Systems</td></tr> <tr><td>O</td><td>Land information & mapping</td></tr> <tr><td>O</td><td>LEP Mapping</td></tr> <tr><td>O</td><td>Strategic Assets</td></tr> <tr><td>O</td><td>GIS Mapping</td></tr> </tbody> </table>	SBPO	Accountability	P	Strategic Assets Projects	P	Asset Plan Monitoring and Updating	P	Local Environmental Plan Mapping	P	Infrastructure Forward Works	P	Rural Addressing	P	Plant, Fleet & Equipment Asset Plans	P	Asset Expenditure Forecasting	P	Asset Creation and Disposal	P	Corporate Asset Advisory & Information Role to Managers	P	Asset & Finance Alignment	P	Council Asset Management Plans	P	Corporate Asset Systems	P	GIS Mapping Systems	O	Land information & mapping	O	LEP Mapping	O	Strategic Assets	O	GIS Mapping	<table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>O</td><td>Asset Expenditure Forecasting</td></tr> <tr><td>O</td><td>Maintain ASCON Plans</td></tr> <tr><td>O</td><td>Gifted Assets</td></tr> <tr><td>O</td><td>Rural Addressing</td></tr> <tr><td>O</td><td>Road Closures</td></tr> <tr><td>O</td><td>Road Naming and Gazettal</td></tr> <tr><td>O</td><td>Maintain Library of Technical Works</td></tr> <tr><td>O</td><td>Asset Plan Monitoring and Updating</td></tr> <tr><td>O</td><td>Infrastructure Forward Works</td></tr> <tr><td>O</td><td>Asset Creation and Disposal</td></tr> <tr><td>O</td><td>Corporate Asset Advisory & Information Role for Managers</td></tr> <tr><td>O</td><td>Asset and Finance Alignment</td></tr> <tr><td>O</td><td>Council Asset Management Plans</td></tr> <tr><td>O</td><td>Corporate Asset Systems</td></tr> </tbody> </table>	SBPO	Accountability	O	Asset Expenditure Forecasting	O	Maintain ASCON Plans	O	Gifted Assets	O	Rural Addressing	O	Road Closures	O	Road Naming and Gazettal	O	Maintain Library of Technical Works	O	Asset Plan Monitoring and Updating	O	Infrastructure Forward Works	O	Asset Creation and Disposal	O	Corporate Asset Advisory & Information Role for Managers	O	Asset and Finance Alignment	O	Council Asset Management Plans	O	Corporate Asset Systems
SBPO	Accountability																																																																																																	
B	Council Asset Mapping																																																																																																	
B	Strategic Asset Projects Management																																																																																																	
B	Strategic Asset Planning (4 yrs.) LFTP and IP&R																																																																																																	
B	Asset Expenditure Forecasting																																																																																																	
B	Gifted Assets																																																																																																	
B	Infrastructure Forward Works																																																																																																	
B	Asset Creation and Disposal																																																																																																	
B	Corporate Asset Advisory & Information Role to Managers																																																																																																	
B	Asset and Finance Alignment																																																																																																	
B	Rural Addressing																																																																																																	
B	Asset Plan Monitoring & Updating																																																																																																	
B	GIS Mapping System																																																																																																	
B	Council Asset Management Plans																																																																																																	
B	Corporate Asset Systems Management and Operations																																																																																																	
SBPO	Accountability																																																																																																	
P	Strategic Assets Projects																																																																																																	
P	Asset Plan Monitoring and Updating																																																																																																	
P	Local Environmental Plan Mapping																																																																																																	
P	Infrastructure Forward Works																																																																																																	
P	Rural Addressing																																																																																																	
P	Plant, Fleet & Equipment Asset Plans																																																																																																	
P	Asset Expenditure Forecasting																																																																																																	
P	Asset Creation and Disposal																																																																																																	
P	Corporate Asset Advisory & Information Role to Managers																																																																																																	
P	Asset & Finance Alignment																																																																																																	
P	Council Asset Management Plans																																																																																																	
P	Corporate Asset Systems																																																																																																	
P	GIS Mapping Systems																																																																																																	
O	Land information & mapping																																																																																																	
O	LEP Mapping																																																																																																	
O	Strategic Assets																																																																																																	
O	GIS Mapping																																																																																																	
SBPO	Accountability																																																																																																	
O	Asset Expenditure Forecasting																																																																																																	
O	Maintain ASCON Plans																																																																																																	
O	Gifted Assets																																																																																																	
O	Rural Addressing																																																																																																	
O	Road Closures																																																																																																	
O	Road Naming and Gazettal																																																																																																	
O	Maintain Library of Technical Works																																																																																																	
O	Asset Plan Monitoring and Updating																																																																																																	
O	Infrastructure Forward Works																																																																																																	
O	Asset Creation and Disposal																																																																																																	
O	Corporate Asset Advisory & Information Role for Managers																																																																																																	
O	Asset and Finance Alignment																																																																																																	
O	Council Asset Management Plans																																																																																																	
O	Corporate Asset Systems																																																																																																	

murray river council Monthly Operational Report – February 2024 Strategic Assets

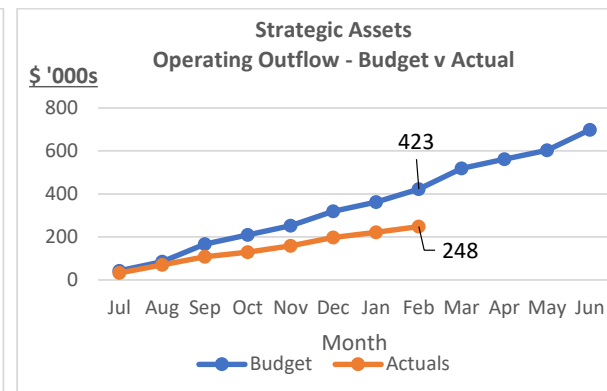
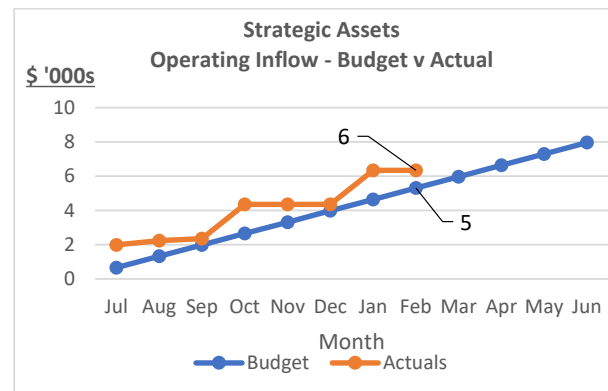
PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4 year Delivery Plan, Strategic Assets relates to: asset investigation, planning, policy formulation and management, as a bureau service to whole organisation. The Corporate Services Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.1 – Enable data access through a Geospatial Interface for internal and external users									
Implement a Geospatial Information System (GIS). (S DCS)	Deliver	(DP 7.1.1) Development of databases with links to internal and external GIS systems.	B: MBI P: MSA O: ASC	✓	✓	✓	✓	Working with Technology One Project implementation team to develop internal and external mapping views via Intramaps. Property data linkages have been updated using new debtor details inside the property module and regular updates from LPI are available through the mapping systems (update and integration works continuing with Technology One & LPI). Internal documentation linkages available, and continuing to be developed, to allow access to design plans, specifications and WAE plans via hyperlinks in Intramaps. Mapping of buried assets now loaded into Before You Dig (BYD) platform for auto-generation of external service requests.	●
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
Use new technology and software to capture information (S DCS)	Deliver	(DP 7.2.5) Strategic Asset Management Plans supporting progressive development utilising emerging industry practises.	B: MSA P: ASC O: ASC	✓	✓	✓	✓	Works underway to review current systems and processes to determine areas for efficiency gains and suitable points of integration and automation. Collaboration with other Technology One SAM sites and adjacent LGAs in progress. BYD platform now live with buried asset data. Discussions held with other LGAs on gifted asset automation, import process established.	●

PART C: Financial Outcomes



PART D: Project Status

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	●	●	●
Service Planning	\$397,155	\$11,954	\$385,201	5%	<i>Project Inception</i> – timelines, resourcing and project plan currently being revised. Councillor inception session completed May 2022. Project paused due to lack of internal resources. No longer funded. Will be submitted for budget consideration 24/25.	●		
MRC Energy Planning Project	Externally Funded			40%	Internal Review of Draft Energy Plan – Meeting with DPIE staff occurred 22 February. Timelines, resourcing, and project plan currently being revised. Energy efficiency and Solar power areas now being addressed by MRC Buildings and Facilities Manager	●		

PART E: Business as Usual

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	●	●	●
Building, Land, Facility & Plant Assessment Project	\$442,000	\$433,731	\$8,269	100%	<i>Moving to next phase - public consultation.</i> Field work, digital recordings, condition assessment and initial community consultation complete for buildings and open space assets. Final works programs, valuations and asset management plans completed. Recreation Reserve Masterplans complete. Draft Plans of Management completed and Native Title assessment underway. Consultation with Crown Lands continuing. Initial public and staff consultation complete with 627 responses received for open spaces, 123 responses received for Community Buildings and 39 responses received for Operational Buildings. Draft long-term management and rationalisation plans created for Buildings and Parks. Initial Councillor workshops conducted July and September 2022. Additional detailed, location specific Councillor Workshops completed November and December 2022. Final Council report detailing project outcomes and planning proposal requirements approved 28 March 2023. Outstanding components as outlined in the March 2023 Council report section 11.3 (incl. township masterplans, various strategies, public consultation & planning proposal for land reclassification) to be undertaken as separate projects via Strategic Property Specialist and will be reported via MOR 26.			●
Water, Sewer and Stormwater asset Revaluation	\$ 258,500	\$136,520	\$121,980	100%	Review of Water, Sewer and Stormwater assets for Revaluation and to create long term management plans/strategies. Internal data collection complete. External data collection completed. Register data being finalised for valuation. Final complete. AVP and TechOne data load complete.			●
Land Improvement Asset Revaluations	\$100,000	\$83,936	\$16,064	100%	Field work and condition assessment complete for flood protection and riverine assets. Valuation complete. Asset data load complete.			●
Asset Management Strategy Update	BAU			95%	Draft Asset Management Plans completed with detailed review by BU Managers & Directors currently underway. Draft Asset Management Strategy underway awaiting final input from BU Managers & Directors re AM Plans and forward works. Review with Finance staff underway, and planning sessions with BU managers scheduled for Q2/Q3 for budget input for 24/25.		●	
Office Equipment, Furniture & Fittings, and IT Equipment Revaluation	BAU			95%	June 2023 desktop revaluation (indexation) of Office Equipment, Furniture & Fittings and IT Equipment complete. TechOne data load currently underway and scheduled for completion by December 2024.		●	
Buildings and Land Asset data build	BAU			95%	Desktop revaluation (indexation) of Buildings and Land Assets complete. TechOne data load currently underway and scheduled for completion by March 2024.		●	
Other Structures and Swimming Pool revaluation	BAU			95%	June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by December 2024.		●	
Transport Asset Desktop Revaluation	\$50,000	\$35,840	\$14,160	95%	June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by December 2024.		●	
Aerial Imagery Capture	\$28,500		-	90%	2024 Aerial Imagery Capture over Moama scheduled for February 2024. Image capture complete. Image load to Intramaps scheduled for Feb/March 2024.		●	
Water, Sewer and Stormwater asset Revaluation	\$47,300	\$18,450		85%	Comprehensive asset revaluation of Water, Sewer and Stormwater assets (as at 30 June 2024). Internal and external data collection complete. Onsite inspection of all complex assets complete. Draft valuation currently being finalised.		●	

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	●	●	●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

The TechOne build of asset details and asst books continues to progress in conjunction with BAU. Land assets fully completed with 2022/2023 valuation now fully loaded.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

PART A: Director Accountabilities and Key Performance Indicators

Director, Community & Economic Development – Sarah Ryan	
Provide leadership and direction in this community facing directorate with a major focus on customer service. Responsibilities include: Provision of customer service including Murray River Council business ` services and triaging for all areas of MRC customer service standards and training. A healthy economy by enabling population growth through business development, investment, employment opportunities and destination marketing, visitor servicing and event development. Acquire grant funding both internally and for external community groups. Providing community service to our senior citizens including community transport, social respite services, meals delivery, home modification and maintenance services and youth engagement services.	
Accountabilities	
SBPO	Accountability
S	Caravan Parks Strategy
S	Retirement Villages
S	Community Safety
S	CED Inter Govt Relations
S	Cemeteries
S	Customer Service
S	Community Services
S	Economic Development & Tourism
S	Abattoirs
S	MRC Financial Assistance Program
B	Child Safe
B	Abattoirs
B	Retirement Villages
B	Cultural Plan
B	CED Intergovernmental Relations
B	Cemeteries
B	Caravan Parks
P	Cemeteries
P	Economic Development
P	Abattoirs
P	Child Safe Audit & Review

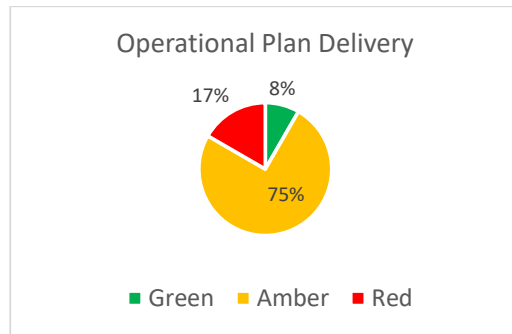
Key Performance Indicators 2023/2024	Evidence/Comments	
By June 2024 Prepare an Economic Development Strategy and Employment Lands Strategy	<p>Council’s Eco Dev and Tourism team have finalised the 2024 – 2034 Economic Development and Tourism Strategy. The draft strategy was formerly adopted Council’s February meeting.</p> <p>Council’s officers have appointed a consultant for the development of an Employment Lands Strategy. The focus of the ELS is to ensure that land use and transport activities explicitly reflect the employment and productivity objectives of the NSW Govt. The strategy should also recognise that jobs are an outcome of business activity and investment and that employment strategies will need to support/facilitate same. A draft strategy is complete, Council officers are currently reviewing.</p> <p>Moama Meninya Street Project is one of 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 an innovative and sustainable precinct, this project intends to position Moama as a key tourism 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. A draft prospectus is almost complete.</p> <p>The strategy aims to support existing business in Moama and those looking to invest in the Meninya Street Precinct in making informed business decisions on developments.</p>	●●●
By September 2023, working with the Director of Planning and Environment Replenish iN1 Zoning (Industrial Land)	In addition to strategy development above, DPE and DCED are currently meeting with various landowners to identify parcels of land that may be available to purchase and develop for commercial/industrial opportunities in line with the ELS and EDTS above.	●
Work with Campaspe Shire Council’s Director Community to harvest synergies that may exist to expand services and therefore gain scale etc	DCED (and directorate) are looking forward to working collaboratively with Campaspe DC and other neighbouring LGAs on joint projects for mutual outcomes. Campaspe, MRC and CPE entered a new partnership to deliver interim face to face visitor servicing in Echuca – September 2023 through to May 2024. Daily face to face numbers have been consistently increasing over the last three months at the new location in Murray Esplanade. An extended agreement has been executed with CPE providing visitor servicing through to 30 June 2025.	●
By Sept 23 oversee the consultation of the Revenue Taskforce.	Chris Godfrey commenced in the role strategic property specialist. Council to determine opportunities as part of Sustainable MRC. Working with SPS on various projects across the LGA	●
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional issues and policies.	<p>Current advocacy projects:</p> <ul style="list-style-type: none"> -VNI West Draft Route Feedback Submission -On-going face to face GP services in Barham <p>Resurfacing imminent funding required due to impacts of October Flood Event - environmental, social and economic flood support;</p> <ul style="list-style-type: none"> -Meeting with NEMA and RA to discuss flood recovery and those businesses who have fallen through the funding gaps; -Meeting with Office Local Government; -Loss of capacity due to current flood event; -Draft NSW tourism support packages; -Support for affordable housing; -Support for health and aged care services; -Closure of community banking services; -Regularly hosting Govt Dept visits; -Internet and mobile connectivity – Wakool and Barham -up to 8 new wind/solar projects vying for Energy Connect tenders in additional to VNI West. 	●
<p>In relation to Tourism:</p> <ul style="list-style-type: none"> • Advocate for the development of MRC at a regional level. • Expand network and zone of influence. • Create synergies leading to improved scale. 	<p>Flood recovery advocacy works</p> <p>Renewed partnerships with MRTB</p> <p>Short, medium, long-term strategy to facilitate visitor servicing for River Country and MRC Community</p> <p>Hosted famils DRM/DNSW</p> <p>Received funding through RTAF for new tourism product, public art trail</p> <p>DCED and EDO attended NSW Tourism Awards</p> <ul style="list-style-type: none"> -Moama Lights 2024 tickets on sale. -Recruiting full time TO. 	●

<ul style="list-style-type: none"> Maintain close relationship with service providers (product) Seek grant opportunities 	<p>-Advancement of River Country Art Trail Project.</p>	
<p>Monitor delivery and achievement of client services, projects and initiatives. Ensure these are responsive to client and organisational needs and are well managed in a manner that meets MRC CS statutory, contractual obligations, organisational policies and MRC delivery Program.</p>	<p>BAU</p>	<p>●</p>
<p>Communities are adequately informed to ensure maximised engagement with services and projects. Advocacy for health and wellbeing programs for all residents (all ages and demographics) is monitored.</p>	<p>Social Health and Wellbeing Plan to be updated Regular newsletters Recruiting for a Community Recovery Officer funded for 12 months through Reconstruction Authority</p>	<p>●</p>
<p>In relation to Economic Development:</p> <ul style="list-style-type: none"> Seek to expand our economic footprint Advocate for the maintenance of existing industries through and post crises (emergency grants) Positively engage with industry associations Maintain and improve working relationships with State and Federal Government agencies and bodies. 	<p>DCED attendance at National Economic Development Conference MEDT and EDO completed accredited economic development practitioner training Attendance at DRNSW Investment Attraction Workshop Undertaking EDA Cluster Network Development Training Recovery efforts working with RA DRNSW meetings with businesses in Murray Downs and Tooleybuc New Ministers ICAC Anti Corruption Training EDA Webinar – Smart Specialisation – focus on local key assets Meeting with DRNSW to discuss priorities MRC Finance for non-finance Managers training through Melbourne Business School Meeting with AusIndustry, Port of Melbourne and ARTC to discuss rail upgrades from VIC to NSW Meeting with Junction Rivers and VNI West Consultative Committee Meeting with YYNC regarding development of new MOU</p>	<p>●</p>
<p>Investigate potential for introducing a Community Survey within this term of office.</p>	<p>Engagement will be undertaken with Economic Development & Tourism Strategy</p>	<p>●</p>

PART A: Section Accountabilities and Team Roles

Manager Economic Development & Tourism – Beck Hayward	Manager Customer Service – Jodi Lees	Manager Community Services – Leanne Orr	Manager Local Connections – Karen Buckley																																																																																																																								
<p>A healthy economy by enabling population growth through business development, investment, employment opportunities and growth in visitor numbers through destination marketing, visitor servicing and event development.</p> <p>Beck’s role is to support and enhance local business and visitor experiences in MRC.</p> <p>Promoting and facilitating economic development, business and employment opportunities and community development to promote and revitalise the communities within our LGA.</p> <p>Identification of state and federal funding opportunities to implement initiatives.</p> <p>Working with the volunteer committees across our communities to help achieve revitalisation projects such as construction of the new Wakool Bowling Club.</p>	<p>The Manager of Customer Services, provides organisational wide direction for Customer Service, overseeing the customer service team, library team, cemetery services and our internal and external call centre operations.</p> <p>Provision of customer service including Murray River Council business services, Service NSW, Banking Services, V/Line Services, and visitor servicing through council’s service centres.</p>	<p>Providing community service to our senior citizens including community transport, social respite services, meals delivery, home modification and maintenance services and youth engagement services.</p>	<p>Work collaboratively with committees of Council to assist them to meet their obligations as required by S355 of the Local Government Act 1993 and to improve governance, risk mitigation, and long-term sustainability. Monitor and support committees to optimise their viability.</p> <p>Monitor the Aged Care Reforms and develop strategic plans that will enable the continuation of services delivery of frail-aged services under the Commonwealth Home Support Program and Community Transport under the Community Transport Program within the Community Services Department.</p>																																																																																																																								
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Visitor Servicing</td></tr> <tr><td>B</td><td>Arts and Culture</td></tr> <tr><td>B</td><td>Grant Sourcing</td></tr> <tr><td>B</td><td>Destination Branding and Marketing</td></tr> <tr><td>B</td><td>Community & Economic Development admin management</td></tr> <tr><td>B</td><td>Community Development</td></tr> <tr><td>B</td><td>MRC Financial Assistance Program</td></tr> <tr><td>B</td><td>Attraction and retention of residents and workers</td></tr> <tr><td>B</td><td>Economic Development</td></tr> <tr><td>B</td><td>Community Events</td></tr> <tr><td>B</td><td>Tourism Events</td></tr> <tr><td>B</td><td>Tourism Product Development</td></tr> <tr><td>B</td><td>Tourism and Community Signage</td></tr> <tr><td>P</td><td>Attraction and retention of residents and workers</td></tr> <tr><td>P</td><td>Advocacy - Community & Economic Development Intergovernmental Relations</td></tr> </tbody> </table>	SBPO	Accountability	B	Visitor Servicing	B	Arts and Culture	B	Grant Sourcing	B	Destination Branding and Marketing	B	Community & Economic Development admin management	B	Community Development	B	MRC Financial Assistance Program	B	Attraction and retention of residents and workers	B	Economic Development	B	Community Events	B	Tourism Events	B	Tourism Product Development	B	Tourism and Community Signage	P	Attraction and retention of residents and workers	P	Advocacy - Community & Economic Development Intergovernmental Relations	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Venue Hire Management</td></tr> <tr><td>B</td><td>Customer First Contact Management</td></tr> <tr><td>B</td><td>Customer Satisfaction</td></tr> <tr><td>B</td><td>Customer Services</td></tr> <tr><td>B</td><td>Business Agencies</td></tr> <tr><td>B</td><td>Public Library Service</td></tr> <tr><td>P</td><td>Venue Hire</td></tr> <tr><td>P</td><td>Customer Service</td></tr> <tr><td>P</td><td>Business Agencies</td></tr> <tr><td>P</td><td>Customer Satisfaction</td></tr> <tr><td>P</td><td>Public Library</td></tr> <tr><td>P</td><td>First Contact of Customers</td></tr> <tr><td>O</td><td>Internal Call Centre</td></tr> <tr><td>O</td><td>Public Library Programs</td></tr> <tr><td>O</td><td>Visitor Information Service (Mathoura)</td></tr> <tr><td>O</td><td>Customer Satisfaction Reporting</td></tr> <tr><td>O</td><td>Business Agencies</td></tr> <tr><td>O</td><td>Cash Handling</td></tr> <tr><td>O</td><td>Customer Experience</td></tr> <tr><td>O</td><td>Engage with Undertaker and Families</td></tr> <tr><td>O</td><td>Local Emergency Management Officer</td></tr> <tr><td>O</td><td>Volunteer Engagement Cemeteries</td></tr> <tr><td>O</td><td>Plot Administration</td></tr> </tbody> </table>	SBPO	Accountability	B	Venue Hire Management	B	Customer First Contact Management	B	Customer Satisfaction	B	Customer Services	B	Business Agencies	B	Public Library Service	P	Venue Hire	P	Customer Service	P	Business Agencies	P	Customer Satisfaction	P	Public Library	P	First Contact of Customers	O	Internal Call Centre	O	Public Library Programs	O	Visitor Information Service (Mathoura)	O	Customer Satisfaction Reporting	O	Business Agencies	O	Cash Handling	O	Customer Experience	O	Engage with Undertaker and Families	O	Local Emergency Management Officer	O	Volunteer Engagement Cemeteries	O	Plot Administration	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Delivered Meals Program</td></tr> <tr><td>B</td><td>Comm Serv Quality Management</td></tr> <tr><td>B</td><td>Social Respite Program</td></tr> <tr><td>B</td><td>Home Modifications and Maintenance Program</td></tr> <tr><td>B</td><td>Youth Engagement Program</td></tr> <tr><td>B</td><td>Community Transport Program</td></tr> <tr><td>P</td><td>Delivered Meals</td></tr> <tr><td>P</td><td>Social Respite</td></tr> <tr><td>P</td><td>Community Transport</td></tr> <tr><td>P</td><td>Youth Engagement</td></tr> <tr><td>P</td><td>Home Modifications and Maintenance</td></tr> <tr><td>O</td><td>CS Volunteers Program</td></tr> <tr><td>O</td><td>Coordination of Contract Services</td></tr> </tbody> </table>	SBPO	Accountability	B	Delivered Meals Program	B	Comm Serv Quality Management	B	Social Respite Program	B	Home Modifications and Maintenance Program	B	Youth Engagement Program	B	Community Transport Program	P	Delivered Meals	P	Social Respite	P	Community Transport	P	Youth Engagement	P	Home Modifications and Maintenance	O	CS Volunteers Program	O	Coordination of Contract Services	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Business Continuity Plan – Community Services</td></tr> <tr><td>B</td><td>Section 355s</td></tr> <tr><td>P</td><td>Business Continuity Plan – Community Services</td></tr> <tr><td>P</td><td>Section 355s</td></tr> <tr><td>O</td><td>Business Continuity Plan – Community Services</td></tr> </tbody> </table>	SBPO	Accountability	B	Business Continuity Plan – Community Services	B	Section 355s	P	Business Continuity Plan – Community Services	P	Section 355s	O	Business Continuity Plan – Community Services
SBPO	Accountability																																																																																																																										
B	Visitor Servicing																																																																																																																										
B	Arts and Culture																																																																																																																										
B	Grant Sourcing																																																																																																																										
B	Destination Branding and Marketing																																																																																																																										
B	Community & Economic Development admin management																																																																																																																										
B	Community Development																																																																																																																										
B	MRC Financial Assistance Program																																																																																																																										
B	Attraction and retention of residents and workers																																																																																																																										
B	Economic Development																																																																																																																										
B	Community Events																																																																																																																										
B	Tourism Events																																																																																																																										
B	Tourism Product Development																																																																																																																										
B	Tourism and Community Signage																																																																																																																										
P	Attraction and retention of residents and workers																																																																																																																										
P	Advocacy - Community & Economic Development Intergovernmental Relations																																																																																																																										
SBPO	Accountability																																																																																																																										
B	Venue Hire Management																																																																																																																										
B	Customer First Contact Management																																																																																																																										
B	Customer Satisfaction																																																																																																																										
B	Customer Services																																																																																																																										
B	Business Agencies																																																																																																																										
B	Public Library Service																																																																																																																										
P	Venue Hire																																																																																																																										
P	Customer Service																																																																																																																										
P	Business Agencies																																																																																																																										
P	Customer Satisfaction																																																																																																																										
P	Public Library																																																																																																																										
P	First Contact of Customers																																																																																																																										
O	Internal Call Centre																																																																																																																										
O	Public Library Programs																																																																																																																										
O	Visitor Information Service (Mathoura)																																																																																																																										
O	Customer Satisfaction Reporting																																																																																																																										
O	Business Agencies																																																																																																																										
O	Cash Handling																																																																																																																										
O	Customer Experience																																																																																																																										
O	Engage with Undertaker and Families																																																																																																																										
O	Local Emergency Management Officer																																																																																																																										
O	Volunteer Engagement Cemeteries																																																																																																																										
O	Plot Administration																																																																																																																										
SBPO	Accountability																																																																																																																										
B	Delivered Meals Program																																																																																																																										
B	Comm Serv Quality Management																																																																																																																										
B	Social Respite Program																																																																																																																										
B	Home Modifications and Maintenance Program																																																																																																																										
B	Youth Engagement Program																																																																																																																										
B	Community Transport Program																																																																																																																										
P	Delivered Meals																																																																																																																										
P	Social Respite																																																																																																																										
P	Community Transport																																																																																																																										
P	Youth Engagement																																																																																																																										
P	Home Modifications and Maintenance																																																																																																																										
O	CS Volunteers Program																																																																																																																										
O	Coordination of Contract Services																																																																																																																										
SBPO	Accountability																																																																																																																										
B	Business Continuity Plan – Community Services																																																																																																																										
B	Section 355s																																																																																																																										
P	Business Continuity Plan – Community Services																																																																																																																										
P	Section 355s																																																																																																																										
O	Business Continuity Plan – Community Services																																																																																																																										

PART B: 4 Year Delivery Program and 1 Year Operational Plan

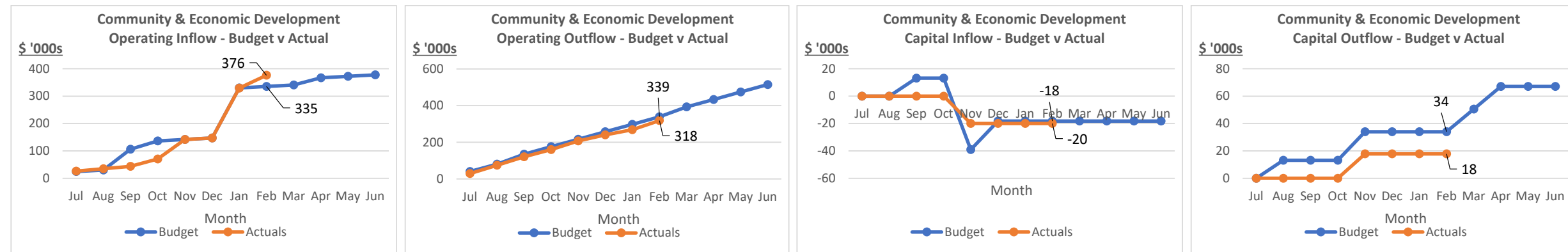


Under the 4-year Delivery Plan, the Community and Economic Development Directorate relates to: Community development through community engagement and advocacy, Provision of community services to aged, disadvantaged and at-risk members of our communities, Provision of Youth Services, Provision of internal and external Customer services for MRC, Bendigo Bank, WAW Credit Union, VLine Transport services, library services, cemetery services and visitor information services. Business community growth and support services, investment and development support, visitor servicing, destination marketing and Grant procurement and funding.
The Community and Economic Development Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example.									
2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy (S DCED)	Deliver	(DP 2.5.3) Develop a Child Safe Strategy and implement as per NSW legislation	B: DCED P: O:		✓			Officers participated in Office of the Children’s Guardian (OCG) Supported Assessment Program, a free initiative for the child safe team at the OCG to help with implementation of the Child Safe Standards in Councils under the Children’s Guardian Act 2019. Officers also attended the fourth annual Child Safe Forum for Local Government during Child Protection Week. All staff training undertaken July 2023	●
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.3 – Disability Action Plan for Open Spaces / Disability Inclusion Action Plan									
Develop and implement a disability action plan for open spaces including a disability inclusion action plan. (S DCED)	Deliver	(DP 3.3.1) Disability Inclusion Plan developed and embedded into Councils day-to-day operations and design programs.	B: DCED P: O:	✓				Officers investigating Linkages and Capacity Building Program to align actions from the DIAP. Funding would assist with the implementation of actions across MRC. <i>Discussions with All Abilities Org re sporting day initiatives. Formation of external community access and inclusion advisory committee emphasising commitment to fostering inclusivity and accessibility within our community.</i>	●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.									
4.4 – Provide programs for targeted community demographics									
Develop after school programs, Youth engagement programs, computers for seniors etc. (S DCED)	Deliver, Partner, Advocate,	(DP 4.4.2) Investigate the requirement for targeted community programs for various demographics. Deliver programs as identified	B: DCED P: O:		✓	✓	✓	The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services. The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter. Library Services: Barham – School holiday activity Summertime fun and flavours, Story time with Susea Spray, Move and groove. Continue to take bookings for digital help with devices through partnership with Be Connected. Social Book Chat Club meets every Tuesday morning, Move & Groove every Thursday morning. Moulamein – addition of new infinity games table which is an electronic version of traditional board games. New books have arrived. Mathoura – Author Susea Spray attended to read her new book, putting together application for Priority Grant Funding, new signage installed, preschool storytime on Tuesdays, Art and Games group has recommenced. Mobile library returned in January.	●
	Advocate	(DP 4.4.3) Advocate for the implementation of an after-school care program for Mathoura	B: DCED P: O:		✓			Audit of current care programs before, during and after school currently underway	●
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.									
4.11 – Community Health and Wellbeing Services including; Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).									
Develop a Health and Wellbeing Strategy (S DCED)	Deliver	(DP 4.11.1) Strategy developed and implemented	B: DCED P: O:	✓	✓			Social Health and Wellbeing Strategy 2017 under review, draft update in progress	●

Health Services (S DCED)	Advocate	(DP 4.11.5) 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	B: DCED P: O:	✓	✓	✓	✓	Attending: LHAC meetings, Campaspe Murray Mental Health Network meetings, Loddon Mallee Public Health Unit (LMPHU) LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Deniliquin Mental Health Awareness Group. Moulamein LHAC Committee members resigned. Community Services Manager submitted EOI to participate in Murrumbidgee Aged Care Consortium Attending Murrumbidgee Health Network Meetings, which meet Bimonthly.	●
Aged Care Services (S DCED)	Advocate	(DP 4.11.6) Advocate for the ongoing investigation and support of local aged care, retirement, special needs, disability and assisted living housing across various locations across Council	B: DCED P: O:		✓	✓		Working collaboratively with Moama Lions Community Village Committee and Mathoura Retirement Village committee. Guidance and support obtained through ACCPA. Consideration will now be given to future models of management. CHSP and TfNSW projects continued to be delivered in line with grant funding. Department of Health grant agreement updated to 30/06/24. Transport for NSW grant funding updated to 30/06/24.	●
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.									
4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									
Service Provision (S DCED)	Advocate	(DP 4.12.4) Increase advocacy across the region in relation to Community Health Services	B: DCED P: O:		✓	✓			●
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
5.1 – Development of Business Parks / industrial expansion.									
Industrial Expansion (S DSP)	Deliver	(DP 5.1.1) Prepare a business case relating to the expansion of industrial land, business parks and business growth required across the region and implement the findings	B: DSP P: O:	✓	✓	✓	✓	ELS project initiation meeting July 2023. Workshops carried out with internal and external stakeholders to gain local insights. Draft strategy February 2024.	●
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
5.2 – Commercial Investment Strategy.									
Develop a prospectus of commercial investment opportunities. (S DCED)	Advocate	(DP 5.2.2) Advocate for funding for aged care homes across the region	B: DCED P: O:			✓	✓		
	Advocate	(DP 5.2.3) Advocate for increased transport links for local producers	B: DCED P: O:			✓	✓		
	Advocate	(DP 5.2.4) Advocate for and encourage new and diverse industries to the region	B: DCED P: O:	✓	✓	✓	✓	BAU Officers participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.	●
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
5.4 – Investigate alternative and renewable energy									
Investigate alternative and renewable energy. (S DCED)	Advocate	(DP 5.4.1) Advocate for various renewable energy projects underway and installed across the region	B: DCED P: O:	✓	✓	✓	✓	Officers currently engaged with numerous state significant projects taking place across the LGA. MRC submission to VNI West with feedback regarding route development/project study area for Option 5. VNI regional reference workshop recently presented up to 6 alternative river crossing locations. Option 5A now announced. Submission for feedback on new study submitted.	●
Theme 6 – Goal 3 – Advocate for improved public transport.									
6.6 – Public Transport that connects towns									
Develop a Public Transport Strategy and advocate for implementation. (S DCED)	Deliver, Partner, Advocate	(DP 6.6.1) Develop a Public Transport Strategy for our communities to become interconnected.	B: DCED P: O:		✓	✓		Project commencement delayed. TO MOVE TO OFFICE OF CEO	●

PART C: Financial Outcomes



PART D: Project Status

Economic Development & Tourism Strategy	<ul style="list-style-type: none"> Business and Economic Conditions Survey conducted. 58 x responses will now inform the development of an action plan to support EDT Strategy; Draft and action plan in final stages, estimated completion end of September; Employment Lands Strategy, project initiation meeting July 2023 Economic Development Assistance Policy review complete. Eco Dev Strategy and Assistance Policy adopted by Council
Barham Micro Abattoir	<ul style="list-style-type: none"> Construction complete. MDBEDP final report submitted. Occupation Certificate issued. Lease agreement signed by MPMC. Lease commenced 1 September 2023. NSW DPI audit undertaken December 2023, recommended fit out rectifications for Council and process improvement for Murray Plains Meat Cooperative RFQs prepared for rectifications works with a view to appoint a contractor during March
Australian Open Darts	<ul style="list-style-type: none"> Monday August 14 – Sunday August 20 The presentation Dinner - Saturday August 12 following the conclusion of the Australian Championships Winner Economic Development Australia Awards for Initiatives for regions under 15,000 residents for delivery of 2022 event. Not proceeding 2024
Moama Lights	<ul style="list-style-type: none"> Economic Impact of 2022 event in excess of \$11.5m to local economy. Event launched 30 June Event cancelled due to high water event July 2023 Dates confirmed 5-28 July 2024. Tickets on sale.
Murray Downs Industrial Land	<ul style="list-style-type: none"> Officers in discussion with NSW Aboriginal Land Council and Wemba Wemba LALC
Section 355 Committees	<ul style="list-style-type: none"> Karen Buckley on secondment from Community Services to work with Section 355 committees to improve governance and risk mitigation Legal advice obtained for Mathoura Retirement Village and Moama Lions Community Village New instruments of delegation and suite of templates developed. Meeting with Committees to negotiate terms.
Crisis Management	<ul style="list-style-type: none"> Support required for businesses due to October 2022 flood event, ongoing

PART E: Business as Usual

Customer Service (See detailed Customer Service Report)	<ul style="list-style-type: none"> Customer Experience Strategy to be developed. Customer and stakeholder engaged took place in December followed by a workshop. Four key priorities – people and culture, process and service capability, technology and voice of the customer. Draft strategy complete and currently being reviewed. Proto Partners engaged; customer interviews are currently being conducted MCS attended NSW Local Government Professionals Customer Experience Conference Increase in visitation to Mathoura VBC during January, sales of River Country merchandise up. Customer Service slammed with recent water quality event in Moama. Customer feedback consistent recommending SMS comms for future events. Currently being investigated.
Community Service (See detailed Community Service Report)	<ul style="list-style-type: none"> After surveying the Moulamein and Wakool communities, a fortnightly shopping/access bus trip will be run from each centre. This service is funded through Transport for New South Wales, Community Transport program which aims to support those living in communities who are transport disadvantaged. Taxi vouchers are also available in the Barham community as part of the Community Transport Program - these services are not age specific and can be used by all community members. In September we held a "Defensive Driver Course" for staff and Volunteers with x 20 participants. This was funded through Transport for New South Wales.

	<ul style="list-style-type: none"> We have been working with Murray Haven Homes and Barham LHACC to run and ‘Aging Persons Information Day’ to be held in Barham on October 19th, providing information on aged care services in our Local Area, this is to be held in the Barham School of Arts Hall, at 10 am with a Guest Speaker from Centrelink, and 12 other Services from the Area who will be in attendance, ranging from Health Services, Podiatry, Hearing, Murray River Council – Community Services, Legal; MCS attended Community Transport Organisation Conference in Port Macquarie Social support – 1408 hours – respite, group activities, 1:1 supports including wellness checks/phone calls and supported shopping Meals – 252 Home maintenance – 71 hours Home modifications - \$2,940 Transport – 987 trips There have been a number of movie outings among other shopping and social activities. Annual refresher training for all staff and volunteers.
Community Development	<ul style="list-style-type: none"> Draft Arts and Culture Strategy finalised staff worked with South West Arts to scope a new art project to be delivered as part of NAIDOC Week in 2024. Coordination of IWD, sold out event Community Grants Rd 2 currently open Grants applied for – NAIDOC week, Youth Holiday Break Program, Youth Week Australia Day grant funding secured Scoped new art project with South West Arts for Naidoc Week 2024 International Women’s Day tickets on sale Australia day events successfully delivered
Economic Development (See detailed Economic Development & Tourism Report)	<ul style="list-style-type: none"> New Moama Market operator appointed Support for Moulamein Heritage Village proposed opening, Barham Art Gallery discussions, Campaspe Murray Business Awards planning well underway
Tourism	<ul style="list-style-type: none"> interpretive tourism signage has been mapped out for Moulamein and Barham River walks, Moulamein township, Horseshoe Lagoon and Old Moama. Tourism signage for Wakool Recreation Reserve has now moved through to procurement phase TO collaborating with Campaspe Shire to host the Volvo Car Club National Rally in 2024 and Backroads trail to coordinate updated brochure. Local Aboriginal artist engaged for Moama Lights and River Country branding Advancements River Country Art Trail – steering committee formation, engagement with stakeholders, logo design explored Southern 80 planning Recuriting full time tourism officer

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
14/11/2023	New Moama Preschool	Council has resolved to move forward with the project subject to a significant capital contribution by the MDPS.	Construction complete. Lease agreement finalised. New term commencement February 2024	
14/11/2023	Barham Micro Abattoir	Construction complete. OC issued in May. Lease commenced 1 September. If MPMC takes up the lease and fails to operate the micro abattoir it is in breach of the Lease and Council could terminate the Lease if the breach was not remedied and/or refuse to allow the exercise of the option to transfer the premises to MPMC. If either the Agreement or Lease is terminated, Council could sell the premises or lease the premises to an alternative provider. MPMC is required to pay to Council the rent for the full term of the Lease subject to an obligation of Council to use its ‘best reasonable endeavours’ to find an alternative tenant. Council is not under any obligation to repay any money to MPMC in relation to the Agreement Fee or the sale price.	Murray Plains Meat Cooperative Food Safety Program approved by DPI. NSW Practical audit undertaken December 2023 Recommendations from NSW DPI include rectifications to building fit out and process improvements by Murray Plains Meat Cooperative. RFQs sent out for rectifications works with a view to appoint a contractor in March.	

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Adoption of final Economic Development & Tourism Strategy 2024-2034	190224	<p>RESOLUTION 190224</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Council notes the information outlined in the council report in relation to the Final Murray River Council Economic Development and Tourism Strategy 2024-2034. 2. Council adopts the Final version of the Murray River Council Economic Development and Tourism Strategy 2024-2034. 3. Council note that Council resources will be required to implement the Strategy. 	Hayward, Beck
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Extension of Option to Lease Deed - Lot 140 DP 1103606, Tchelery Road Moulamein	240224	<p>RESOLUTION 240224</p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council receive and note the Extension of Option to Lease request from MPower.</p>	Ryan, Sarah
				CARRIED

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	SECTION 355 COMMITTEE MEETING MINUTES AS AT JANUARY 2024	200224	<p>RESOLUTION 200224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council receive and note the January 2024 Section 355 Committee Report.</p>	Buckley, Karen
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	TOOLEYBUC, PIANGIL ACTION GROUP	180224	RESOLUTION 180224	Buckley, Karen

Moved:	Cr Dennis Gleeson
Seconded:	Cr Neil Gorey
That Council	
1.	Revoke existing members of the Tooleybuc, Piangil Action Group (Tooleybuc Bridge Keepers Cottage) Committee of Management and
(a)	Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the November 2023 AGM.
CARRIED	

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	COMMUNITY SERVICES - CLIENT SATISFACTION SURVEY RESULTS	210224	<p>RESOLUTION 210224</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council receive and note the Community Services client satisfaction results.</p>	Orr, Leanne
CARRIED				

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Barham Micro Abattoir - Variation to Lease	220224	<p>RESOLUTION 220224</p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Geoff Wise</p> <p>That Council approve a variation to the Agreement to Lease to delay the commencement of lease payments until 1 June 2024.</p>	Ryan, Sarah
CARRIED				

Council resolutions outstanding greater than 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/09/2023	Mathoura Retirement Village Committee of Management	310923	<p>RESOLUTION 310923</p> <p>Moved: Cr Chris Bilkey</p> <p>Seconded: Cr Thomas Weyrich</p> <p>Alternative Resolution 3 became the recommendation of Council.</p> <p>That Murray River Council resolve to appoint an independent third party to undertake an evaluation on the manner in which the management of the Mathoura Retirement Village by the Mathoura Retirement Village Committee of Management established under Section 355 of the Local Government Act 1998 has been undertaken, provide an opinion on the capacity of the current Committee of Management to continue to manage the Retirement Village, and identify the risks borne by Council in continuing the current arrangements; the resulting finding and recommendations to be presented to Council.</p>	Ryan, Sarah

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Country University Centre	271123	<p>RESOLUTION 271123</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Provide ongoing support for the development of the Country Universities Centres Southern Riverina ("CUC") and endorse the work being done by the Steering Committee to apply for the Regional University Study Hubs grant on behalf of all four Local Government areas; 2. Further acknowledges the development of the CUC Board which will provide the overarching governance structure for the project; 3. Authorise the CEO to approach members of the community to be on Local Advisory Committee for the CUC; and 4. Nominate a Councillor to apply for a position on the Board to represent the Murray River Council Local Government Area. 	Ryan, Sarah
CARRIED				

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/02/2020	Murray Downs Land - Compulsory Acquisition	220220	<p>RESOLUTION 220220</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Geoff Wise</p> <p>That the Council:</p> <ol style="list-style-type: none"> 1. Agree to proceed with the compulsory acquisition of the 20Ha site located on the Swan Hill to Moulamein Road at Murray Downs for the purpose of future development of a business/industrial park or other appropriate use. 2. Agree to offer the Local Aboriginal Land Council two lots, totalling not more than 5000sqm, free of charge within the completed development for the purposes of conducting retail or wholesale trade or manufacturing. 3. Upon finalisation of the acquisition of the land, the land be classified as "Operational" land in accordance with Section 31 (2) of the NSW Local Government Act 1993. 4. Delegate authority to the Mayor and General Manager to sign and apply the Common Seal of Council to all documentation relating to the purchase of the land. 	Ryan, Sarah
CARRIED				

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/04/2022	Commercial Development Enquiries - Murray Downs	240422	<p>MOTION</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council</p> <ol style="list-style-type: none"> 1. Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to RU5 Village. 	Ryan, Sarah

2. Include \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal
3. Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.

RESOLUTION 240422

Moved: Cr Neil Gorey

Seconded: Cr Nikki Cohen

AMENDMENT TO MOTION

1. Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to an appropriate zoning.
2. Include \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal
3. Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.

In Favour: Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich, Frank Crawley, Kron Nicholas, Geoff Wise and Dennis Gleeson

Against: Nil

CARRIED 8/0

CARRIED

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

Highlights

-Council's Economic Development and Tourism Strategy 2024-2034 was formerly adopted by Council

Challenges

-Transgrid VNI West – MRC submission 4 March 2024.

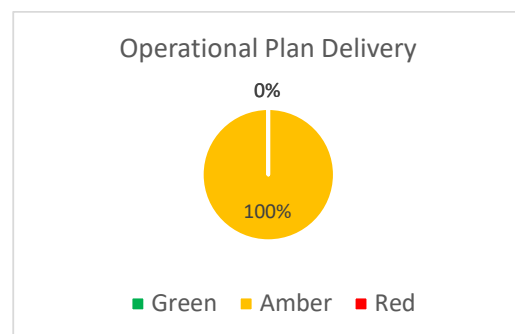
-Barham Micro Abattoir NSW DPI audit undertaken in December. The results did not meet acceptable audit standards across all categories and recommendations from the audit include improvements to fit out, process control and pre-requisite programs. Currently working with Contractor and Murray Plains Meat Cooperative to implement recommendations.

murray river council Monthly Operational Report – February 2024 **Community Services**

PART A: Section Accountabilities and Team Roles

Acting Manager Community Services - Leanne Orr	Quality and Administration Officer	Team Leader Social/Respite Services	Community Transport/Meals Co-Ordinator	Coordinator Home Support	Administration Officer	Youth Engagement Officer																																																																																																																								
Maintain operations of the Community Services Program as the 3 - all areas 2 - all areas except for Quality Services	Monitor, Develop and assist "actioners" to Implement actions from the Community Services – Continuous Improvement Plan, to ensure compliance of service delivery within respective Commonwealth and State Govt Programs – within the scope of services delivered within Community Services. C.I.Plan measures against: - the Commonwealth Aged Care Standards and - the NSW Childsafe Standards	Provide co-ordination of services delivery of frail-aged services under the Commonwealth Home Support Program within the Community Services Department	Provide co-ordination of services delivery to clients receiving Community Transport and Meals Delivered services																																																																																																																											
Accountabilities	Accountabilities	Accountabilities	Accountabilities	Accountabilities	Accountabilities	Accountabilities																																																																																																																								
<table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Delivered Meals Program</td></tr> <tr><td></td><td>B</td><td>Comm Serv Quality Management</td></tr> <tr><td></td><td>B</td><td>Social Respite Program</td></tr> <tr><td></td><td>B</td><td>Home Modifications and Maintenance Program</td></tr> <tr><td></td><td>B</td><td>Youth Engagement Program</td></tr> <tr><td></td><td>B</td><td>Community Transport Program</td></tr> <tr><td></td><td>P</td><td>Delivered Meals</td></tr> <tr><td></td><td>P</td><td>Social Respite</td></tr> <tr><td></td><td>P</td><td>Community Transport</td></tr> <tr><td></td><td>P</td><td>Youth Engagement</td></tr> <tr><td></td><td>P</td><td>Home Modifications and Maintenance</td></tr> <tr><td></td><td>O</td><td>CS Volunteers Program</td></tr> <tr><td></td><td>O</td><td>Coordination of Contract Services</td></tr> </tbody> </table>	Number	SBPO	Accountability		B	Delivered Meals Program		B	Comm Serv Quality Management		B	Social Respite Program		B	Home Modifications and Maintenance Program		B	Youth Engagement Program		B	Community Transport Program		P	Delivered Meals		P	Social Respite		P	Community Transport		P	Youth Engagement		P	Home Modifications and Maintenance		O	CS Volunteers Program		O	Coordination of Contract Services	<table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Community Services Quality Systems</td></tr> <tr><td></td><td>O</td><td>Quality Processing, Auditing and Accreditation</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	Community Services Quality Systems		O	Quality Processing, Auditing and Accreditation	<table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Social Respite Data Collection</td></tr> <tr><td></td><td>O</td><td>Delivery of Social Respite Care</td></tr> <tr><td></td><td>O</td><td>Coordination of delivery of Meals</td></tr> </tbody> </table>	#	SBPO	Accountability		O	Social Respite Data Collection		O	Delivery of Social Respite Care		O	Coordination of delivery of Meals	<table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Community Transport Program</td></tr> <tr><td></td><td>O</td><td>Community Transport Data Collection & Reporting</td></tr> <tr><td></td><td>O</td><td>Coordination /Delivery of Meals</td></tr> </tbody> </table>	#	SBPO	Accountability		O	Community Transport Program		O	Community Transport Data Collection & Reporting		O	Coordination /Delivery of Meals	<table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Community Transport Program</td></tr> <tr><td></td><td>O</td><td>Community Transport Data Collection & Reporting</td></tr> <tr><td></td><td>O</td><td>Service Data Collection</td></tr> <tr><td></td><td>O</td><td>Community Services Coordinator</td></tr> <tr><td></td><td>O</td><td>Home Modifications</td></tr> <tr><td></td><td>O</td><td>Coordination/ Delivery Meals</td></tr> </tbody> </table>	#	SBPO	Accountability		O	Community Transport Program		O	Community Transport Data Collection & Reporting		O	Service Data Collection		O	Community Services Coordinator		O	Home Modifications		O	Coordination/ Delivery Meals	<table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Home Modifications Program</td></tr> <tr><td></td><td>O</td><td>Social Respite Data Collection Consolidation</td></tr> <tr><td></td><td>O</td><td>Home Modifications & Maintenance</td></tr> <tr><td></td><td>O</td><td>Service Data Collection Reporting</td></tr> </tbody> </table>	#	SBPO	Accountability		P	Home Modifications Program		O	Social Respite Data Collection Consolidation		O	Home Modifications & Maintenance		O	Service Data Collection Reporting	<table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Youth Programs</td></tr> <tr><td></td><td>O</td><td>Coordination of Youth Services</td></tr> </tbody> </table>	#	SBPO	Accountability		O	Youth Programs		O	Coordination of Youth Services
Number	SBPO	Accountability																																																																																																																												
	B	Delivered Meals Program																																																																																																																												
	B	Comm Serv Quality Management																																																																																																																												
	B	Social Respite Program																																																																																																																												
	B	Home Modifications and Maintenance Program																																																																																																																												
	B	Youth Engagement Program																																																																																																																												
	B	Community Transport Program																																																																																																																												
	P	Delivered Meals																																																																																																																												
	P	Social Respite																																																																																																																												
	P	Community Transport																																																																																																																												
	P	Youth Engagement																																																																																																																												
	P	Home Modifications and Maintenance																																																																																																																												
	O	CS Volunteers Program																																																																																																																												
	O	Coordination of Contract Services																																																																																																																												
Number	SBPO	Accountability																																																																																																																												
	P	Community Services Quality Systems																																																																																																																												
	O	Quality Processing, Auditing and Accreditation																																																																																																																												
#	SBPO	Accountability																																																																																																																												
	O	Social Respite Data Collection																																																																																																																												
	O	Delivery of Social Respite Care																																																																																																																												
	O	Coordination of delivery of Meals																																																																																																																												
#	SBPO	Accountability																																																																																																																												
	O	Community Transport Program																																																																																																																												
	O	Community Transport Data Collection & Reporting																																																																																																																												
	O	Coordination /Delivery of Meals																																																																																																																												
#	SBPO	Accountability																																																																																																																												
	O	Community Transport Program																																																																																																																												
	O	Community Transport Data Collection & Reporting																																																																																																																												
	O	Service Data Collection																																																																																																																												
	O	Community Services Coordinator																																																																																																																												
	O	Home Modifications																																																																																																																												
	O	Coordination/ Delivery Meals																																																																																																																												
#	SBPO	Accountability																																																																																																																												
	P	Home Modifications Program																																																																																																																												
	O	Social Respite Data Collection Consolidation																																																																																																																												
	O	Home Modifications & Maintenance																																																																																																																												
	O	Service Data Collection Reporting																																																																																																																												
#	SBPO	Accountability																																																																																																																												
	O	Youth Programs																																																																																																																												
	O	Coordination of Youth Services																																																																																																																												

PART B: 4 Year Delivery Program and 1 Year Operational Plan



- Under the 4 year Delivery Plan, the Community Services Unit relates to:
1. deliver safe, sustainable human/social services to residents through our contract agreements held by both State and Australian Commonwealth Governments.
 2. identify and advocate for increased (external) services, in areas where there are evident gaps in service delivery.

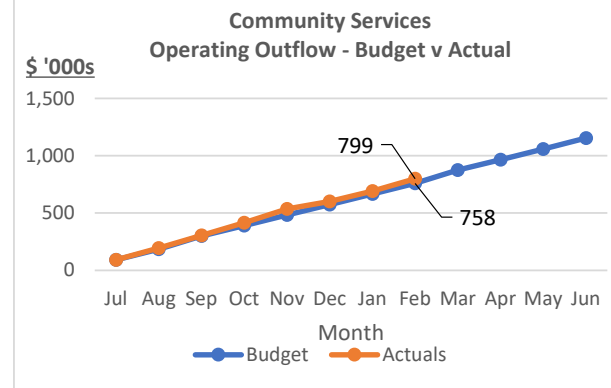
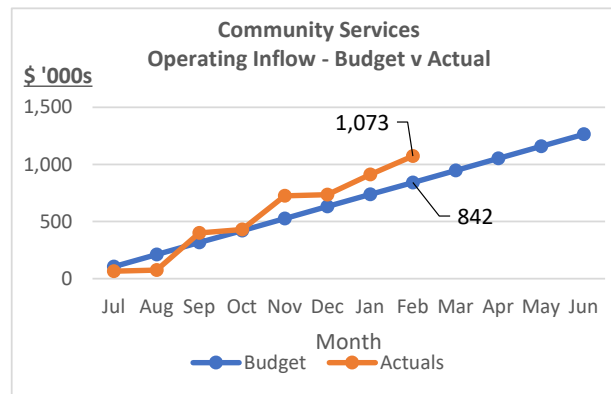
The Community and Economic Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.									
4.2 – Formation of Networks - training and networking to fulfil social function and spark migration of ideas									
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.1) Development of a Youth Forum	B: MCS P: YEO O: YEO		✓			Social programs currently being delivered by our Community Services Team include, but not limited too, Assisted Shopping, Chair Based Exercises, Lunch and Drive Outings, Cuppa and Chat, Cuppa and Cards, Social outings to the Cinema’s in SwanHill and also Monthly Cinema at Tooleybuc, assisting clients to navigate online shopping, arranging appointments and Home Visits. We have also commenced a Social Movie Morning in Barham depending in demand it will run weekly.	
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.									
4.3 – Health and Wellbeing program options for all residents									
Engage with Murrumbidgee Local Health Network and cross border equivalents. (S DCED)	Advocate	(DP 4.3.1) Advocate for health and wellbeing programs for all residents (all ages and demographics)	B: MCS P: MCS O: MCS	✓	✓	✓	✓	Attending: LHAC meetings, Campaspe Murray Mental Health Network meetings, Loddon Mallee Public Health Unit (LMPHU) LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Deniliquin Mental Health Awareness Group, and also the Murrumbidge Health Network Meetings, which meet Bi Monthly.	●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.									
4.4 – Provide programs for targeted community demographics									
Develop after school programs, Youth engagement programs, computers for seniors etc (S DCED)	Advocate	(DP 4.4.1) Advocate for youth activities / youth group / youth centres in various locations across Council	B: MCS P: YEO/TL O: YEO/TL		✓			Our YHub group in Moulamein runs each Friday afternoon/evening providing social participation for youth in this area. School Holiday excursions are also provided if we have capacity to do so. Youth Week Programs are also offered in different locations, depending on funding allocation, we have just received notification that funding for Youth Week 2024 has been approved and planning is underway. We are aware of a Grant Opportunity which we are working on now, applications open in February 2024, and have been submitted.	
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.									
4.11 – Community Health and Wellbeing Services including: Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).									
Continue to deliver the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council. (S DCED)	Deliver	(DP 4.11.2) Programs delivered in line with funding	B: MCS P: MCS O: MCS	✓	✓			CHSP and TfNSW projects continue to be delivered in line with grant funding. Department of Health grant agreement updated and extended to 30/06/27. Transport for NSW grant funding updated to 30/06/25	●
Health Services (S DCED)	Advocate	(DP 4.11.3) Advocate for better promotion of mental health services at various locations across Council	B: MCS P: MSC O: MSC		✓	✓		Attend local Mental Health Meetings and Forums, and also the Murrumbidge Health Network Meetings.	
	Advocate	(DP 4.11.4) Advocate for Garden of Hope Mental Health Project	B: MCS P: MSC O: MSC		✓				
Community Health (S DCED)	Deliver	(DP 4.11.7) Develop a program to recognise and address loneliness across the Council region.	B: MCS P: MSC O: MSC			✓			
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.									
4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									
Service Provision (S DCED)	Advocate	(DP 4.12.1) Advocate for community based mental health first aid courses to be run across various locations within the LGA	B: MCS P: MSC O: MSC		✓	✓		Our Staff and Volunteers are offered Mental Health First Aid training, and we promote Mental Health and Youth Mental Health Courses that are being offered in our local areas	
Theme 6 – Goal 3 – Advocate for improved public transport.									
6.6 – Public Transport that connects towns									

murray river council Monthly Operational Report – February 2024 **Community Services**

Continue to deliver Community Transport options to a variety of community members. (\$ DCED)	Advocate	(DP 6.7.1) Continued use of Community Transport Services	B: MCS P: MCS O: CHS	✓	Community Transport (CTP) is available to transport disadvantaged person in our Area's. this includes the Moulamein to SwanHill bus, which runs fortnightly, and the Wakool Express which runs to Deniliquin and SwanHill on a Fortnightly Basis. We have recently updated our Transport Brochure for our transport services, which is widely advertised in our local Area's to promote services further.
--	----------	--	----------------------------	---	---

PART C: Financial Outcomes



PART D: Project Status

PART E: Business as Usual

During February 2024 the Community Services team delivered the following supports:
 Social Support – 1408 hours - Social support consists of group activities, Respite services, as well as 1:1 supports including wellness checks/phone calls and supported shopping etc.
 Meals – 252 meals – 71 hours Home Maintenance – Home Modifications - \$2940.00 and Transport – 987 One Way trips

Social Activities

Barham Social Support program had an outing to Jen's on George (formerly Waffles) in Cohuna on Thursday 8th February. It was a great success and more outings like this are planned for the future.

Moulamein and Tooleybuc clients came together for lunch and an afternoon movie- The Best Exotic Marigold Hotel - at the Tooleybuc Club on Valentines Day. The movie is about 7 British retirees who travel to India to outsource their retirement in less expensive India.

There have also been a number of other Movie outings amongst other shopping and social activities.

In Moama a new program will commence on Thursdays, called "Words on wheels". A story-teller from Echuca Regional Library will come to Martin street to deliver the program.

Other Moama outings over the last month have included Tongala-bakery and shops, Cohuna-Waffles, Elmore bakery, Deniliquin RSL, Shepparton RSL, Kyabram Club, Barham club, Echuca Hotel, Moama RSL, Rich River Golf club, Port of Echuca Ice-creamery, Mathoura Bowling club, Moama Bowling Club, Rochester café

Department of Health Quality Review

MRC Community Services department can expect a Quality Review process some time in the next few months. This is a process of accreditation whereby the Aged Care Quality and Safety Commission measure the delivery of our Commonwealth Home Support Program service against the Aged Care Quality Standards.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			● ● ●

murray river council Monthly Operational Report – February 2024 **Community Services**

<i>Risk Management</i>			
Date Updated	Risk Details	Existing Controls/Challenges	Required Actions
			<div style="display: flex; justify-content: space-around;"> ● ● ● </div>

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

Refresher training and First Aid/ CPR training –

Annual Refresher training was conducted in Moama and Barham on 19th and 20th February for all Community Services staff and volunteers.

First Aid & CPR accreditation was on the agenda for the first half of the day.

After lunch participants had orientation/refresher training to bring them up-to-date with current procedures and practices within Community Services.

The day also had a major focus on revised Transport Procedures. Participants were asked to engage in Transport scenarios

to reenact how they might deal with an issue that arises during an outing.

The training day was very successful and received positive feedback from all who attended.

Thanks to all the volunteers who participated and the great job they all do. Volunteers are very generously giving their time to assist our clients.



Community Transport Forum

Leanne attended a Community Transport Forum in Wagga during February, a lot of information was shared during the day regarding the upcoming changes to our Assessments and looking into the new Aged Care Standards.

Health Summit Wodonga

Leanne also attended a Health Summit in Wodonga with the main focus being Health Care in Border Towns and the issues faced.

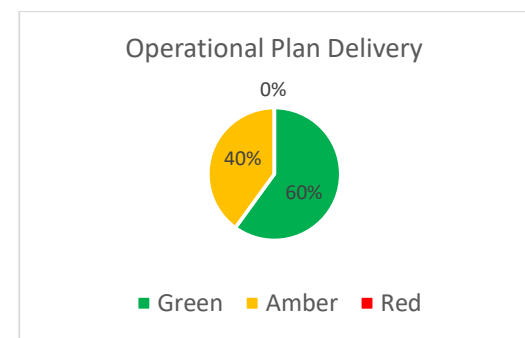
PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

murray river council Monthly Operational Report – February 2024 Customer Service

PART A: Section Accountabilities and Team Roles

Manager Customer Service – Jodi Lees	Coordinator Customer Service – Roger Pinson																																																																								
<p>The Manager of Customer Services, provides organisational wide direction for Customer Service, in particular overseeing the customer service team, library team and our internal and external call centre operations.</p> <p>Business agencies, including Service NSW, V Line, Bendigo Bank and WAW Bank are available through our 4 in-house Customer Service locations.</p>	<p>Working closely with the Manager of Customer Service, this role provides daily operational support to the customer services team</p>																																																																								
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Venue Hire Management</td></tr> <tr><td>B</td><td>Customer First Contact Management</td></tr> <tr><td>B</td><td>Customer Satisfaction</td></tr> <tr><td>B</td><td>Customer Services</td></tr> <tr><td>B</td><td>Business Agencies</td></tr> <tr><td>B</td><td>Public Library Service</td></tr> <tr><td>P</td><td>Venue Hire</td></tr> <tr><td>P</td><td>Customer Service</td></tr> <tr><td>P</td><td>Business Agencies</td></tr> <tr><td>P</td><td>Customer Satisfaction</td></tr> <tr><td>P</td><td>Public Library</td></tr> <tr><td>P</td><td>First Contact of Customers</td></tr> <tr><td>O</td><td>Internal Call Centre</td></tr> <tr><td>O</td><td>Public Library Programs</td></tr> <tr><td>O</td><td>Visitor Information Service (Mathoura)</td></tr> <tr><td>O</td><td>Customer Satisfaction Reporting</td></tr> <tr><td>O</td><td>Business Agencies</td></tr> <tr><td>O</td><td>Cash Handling</td></tr> <tr><td>O</td><td>Customer Experience</td></tr> <tr><td>O</td><td>Engage with Undertaker and Families</td></tr> <tr><td>O</td><td>Volunteer Engagement Cemeteries</td></tr> <tr><td>O</td><td>Plot Administration</td></tr> </tbody> </table>	SBPO	Accountability	B	Venue Hire Management	B	Customer First Contact Management	B	Customer Satisfaction	B	Customer Services	B	Business Agencies	B	Public Library Service	P	Venue Hire	P	Customer Service	P	Business Agencies	P	Customer Satisfaction	P	Public Library	P	First Contact of Customers	O	Internal Call Centre	O	Public Library Programs	O	Visitor Information Service (Mathoura)	O	Customer Satisfaction Reporting	O	Business Agencies	O	Cash Handling	O	Customer Experience	O	Engage with Undertaker and Families	O	Volunteer Engagement Cemeteries	O	Plot Administration	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>O</td><td>Bookings of all other Recreation Reserve Facilities & Sports Fields</td></tr> <tr><td>O</td><td>Venue Bookings and availability and rules and regs and financial transactions</td></tr> <tr><td>O</td><td>Closing out Customer Enquiries</td></tr> <tr><td>O</td><td>Collection, Record Management & Distribution of Hard Copy Mail</td></tr> <tr><td>O</td><td>Customer Counter Services</td></tr> <tr><td>O</td><td>Customer Point of Enquiry Service Delivery</td></tr> <tr><td>O</td><td>Coordination of User Groups for Recreation Reserves and Sporting Fields, eg Footy Clubs</td></tr> <tr><td>O</td><td>Community Halls and meeting rooms hire service</td></tr> <tr><td>O</td><td>Bookings of Moama Recreation Reserve Facilities and Sports Fields</td></tr> <tr><td>O</td><td>Public Library Operations Service</td></tr> <tr><td>O</td><td>Public Library Programs Service</td></tr> <tr><td>O</td><td>Facility and Meeting Space Hire</td></tr> </tbody> </table>	SBPO	Accountability	O	Bookings of all other Recreation Reserve Facilities & Sports Fields	O	Venue Bookings and availability and rules and regs and financial transactions	O	Closing out Customer Enquiries	O	Collection, Record Management & Distribution of Hard Copy Mail	O	Customer Counter Services	O	Customer Point of Enquiry Service Delivery	O	Coordination of User Groups for Recreation Reserves and Sporting Fields, eg Footy Clubs	O	Community Halls and meeting rooms hire service	O	Bookings of Moama Recreation Reserve Facilities and Sports Fields	O	Public Library Operations Service	O	Public Library Programs Service	O	Facility and Meeting Space Hire
SBPO	Accountability																																																																								
B	Venue Hire Management																																																																								
B	Customer First Contact Management																																																																								
B	Customer Satisfaction																																																																								
B	Customer Services																																																																								
B	Business Agencies																																																																								
B	Public Library Service																																																																								
P	Venue Hire																																																																								
P	Customer Service																																																																								
P	Business Agencies																																																																								
P	Customer Satisfaction																																																																								
P	Public Library																																																																								
P	First Contact of Customers																																																																								
O	Internal Call Centre																																																																								
O	Public Library Programs																																																																								
O	Visitor Information Service (Mathoura)																																																																								
O	Customer Satisfaction Reporting																																																																								
O	Business Agencies																																																																								
O	Cash Handling																																																																								
O	Customer Experience																																																																								
O	Engage with Undertaker and Families																																																																								
O	Volunteer Engagement Cemeteries																																																																								
O	Plot Administration																																																																								
SBPO	Accountability																																																																								
O	Bookings of all other Recreation Reserve Facilities & Sports Fields																																																																								
O	Venue Bookings and availability and rules and regs and financial transactions																																																																								
O	Closing out Customer Enquiries																																																																								
O	Collection, Record Management & Distribution of Hard Copy Mail																																																																								
O	Customer Counter Services																																																																								
O	Customer Point of Enquiry Service Delivery																																																																								
O	Coordination of User Groups for Recreation Reserves and Sporting Fields, eg Footy Clubs																																																																								
O	Community Halls and meeting rooms hire service																																																																								
O	Bookings of Moama Recreation Reserve Facilities and Sports Fields																																																																								
O	Public Library Operations Service																																																																								
O	Public Library Programs Service																																																																								
O	Facility and Meeting Space Hire																																																																								

PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4 year Delivery Plan, the Customer Service Unit relates to: Customer Service, Library Services, Business Agencies, After Hours Call Centre. The Community and Economic Development Directorate directly oversees the delivery of these outcomes.

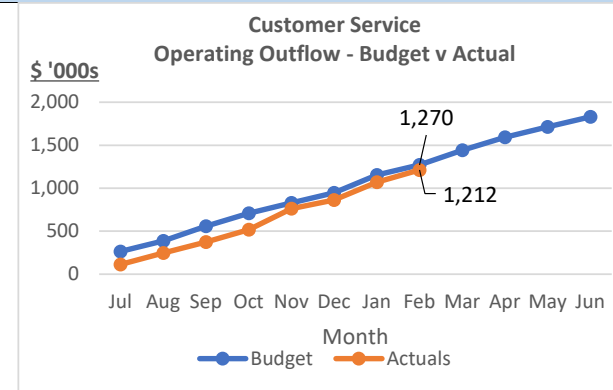
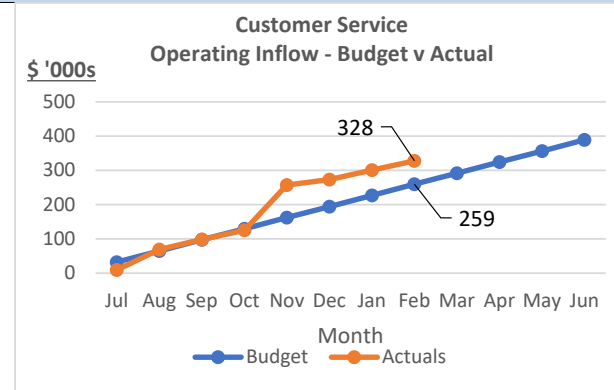
murray river council Monthly Operational Report – February 2024 Customer Service

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.1 – Visitor and Resident information									
Development of a Community Directory and general information relevant to Council and local services. (S DCED)	Deliver, Partner Advocate	(DP 2.1.1) Ensure Service NSW services are communicated and frequently visit outlying locations	B: MCUSS P: MCUSS O:MCUSS	✓	✓			<ul style="list-style-type: none"> Service NSW services are offered in Barham, Moama and Moulamein. The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services. The Service NSW Mobile Customer Service Centre visits Tooleybuc and Mathoura once a quarter. All visitations are advertised on social media and via flyers. 	●
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.2 – Provide a variety of options on how people can contact Council									
Develop a community access/engagement strategy including digital platforms and by phone. (S DCED)	Deliver	(DP 2.2.1) Ensure face to face service centres are retained across the region	B: MCUSS P: MCUSS O: CCUSS	✓					●
	Deliver	(DP 2.2.2) In addition to online information capture – continue to use paper-based forms for non-tech savvy community members	B: MCUSS P: MCUSS O: CCUSS	✓					●
	Deliver	(DP 2.2.3) 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	B: MCUSS P: MCUSS O: MCUSS		✓	✓	✓	<ul style="list-style-type: none"> Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which will encompass digital platforms. Voice of Customer surveys commenced in 2022-23 fourth quarter to measure satisfaction rates and track customer journey. 	●
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.3 – Customer Service Charter									
Develop and implement a fully integrated Customer Relationship Management (CRM) process and system (S DCED)	Deliver	(DP 2.3.1) Customer Service Charter to be aligned and implemented across Council's Business Units	B: MCUSS P: MCUSS O:MCUSS	✓				<ul style="list-style-type: none"> Implementation of a Customer Service Charter delayed until we have had established our Customer Experience Strategy which incorporates Community and MRC consultation. This will enable us to create a Charter which will define the standards customers can expect and provide an obtainable Service Level Agreement. 	●
	Deliver	(DP 2.3.2) All Council staff to undertake and complete Customer Service Training	B: MCUSS P: MCUSS OMCUSS		✓	✓		<ul style="list-style-type: none"> In consultation with HR. Customer Service presentation on Dealing with Unacceptable Behaviour took place at the all staff training day and has been rolled out to those who were not present. 	
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.12 – Cemeteries / commemoration									
Cemeteries have an identifiable level of service and standard across the Council area. (S DCED)	Deliver	(DP 3.12.1) Investigate level of services and complete an asset review for all of Councils cemeteries.	B: MCUSS P: MCUSS O: MCUSS		✓			<ul style="list-style-type: none"> Review commenced and ongoing by CT Management in conjunction with the Revenue Taskforce and council asset assessments. 	●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.									
4.2 – Formation of Networks - training and networking to fulfil social function and spark migration of ideas									
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.3) Increase social interaction / library programs	B: MCUSS P: MCUSS O: CCUSS	✓	✓	✓	✓	<ul style="list-style-type: none"> Each Library runs programs targeted to the community. We have regular Book Club, Move and Groove, Friday games, Games, Cuppa and Chat, Art Group, school holiday activities and special event months. Tech Savvy for Seniors programs in Barham and Mathoura. 	●
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.									
4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									

murray river council Monthly Operational Report – February 2024 Customer Service

Service Provision (\$ DCED)	Advocate	(DP 4.12.2) Advocate for increased access to government services in smaller communities across Council - i.e. Service NSW, Services Australia	B: MCISS P: MCISS O: MCISS	✓			• Response received from Service NSW who declined to include Service NSW accessibility within the Mobile Library due to having three Service Centres in LGA.	●
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface. 7.3 – Apply data sources to improve corporate decision making.								
Enable interoperability between internal and Smart City systems (\$ DCED)	Deliver	(DP 7.3.3) Use AI on recorded calls to provide feedback on customer satisfaction	B: MCISS P: MCISS O: MCISS		✓			

PART C: Financial Outcomes



PART D: Project Status

Customer Experience Strategy: Proto Partners have been engaged to assist with the design and development of a Customer Experience Strategy that will address key issues and challenges and provide a clear vision of the direction the organisation needs to take and the key initiatives that will support its delivery. This strategy will provide a clear roadmap that reflects the vision of delivering an improved customer experience across all areas of the business and meets the community's needs now and into the future. The Customer Experience Strategy will create alignment within the organisation, an understanding of what is of most value to MRC customers, and improve customer experience, agent experience, efficiencies and performance outcomes. Implementation of a Customer Experience Strategy will create and foster a customer centric culture. The strategy will review our current customer experience and provide an action plan for improvements, measures and clarity on creating a customer centric culture, and will be based on insights from research, metrics and targeted engagement with employees and customers. This will also assist with the development of a Customer Service Charter that will outline our commitment to external customers based on customer expectations and achievable service level agreements as defined in the charter and meet the requirement for the annual Customer service Survey.

During October, Murray River Council have supplied Proto Partners with our Community Strategic Plan, Vision, Mission and Values, policies, and strategies, and current projects so they understand our vision and direction. We have provided a list of the technology we use and technology we are investigating for insights into our current and future operating processes and how these will assist us in providing service and creating efficiencies. Proto Partners also have the results of our Voice of Customer surveys so they can understand key customer challenges and feedback prior to engaging with our customers. Customer interviews are currently being conducted by Proto Partners who will gain a strong understanding of the current customer experience to identify what is of most value to Murray River Council customers and what is not, to determine pain points or Moments of Truth across our customers journeys and provide clarity on what areas and actions Council need to focus on or improve to bring about change. Staff engagement will take place in the upcoming month. Proto Partners will be conducting interviews with some staff to ensure that their requirements are considered and to understand critical issues and drivers, to determine gaps and potential areas of opportunity for further development. In addition to this we will be holding a 2.5 hour Vision Workshop to agree on the Design Challenge and the 8 Growth Drivers that will assist in the creation of the Murray River Council Customer Experience Vision.

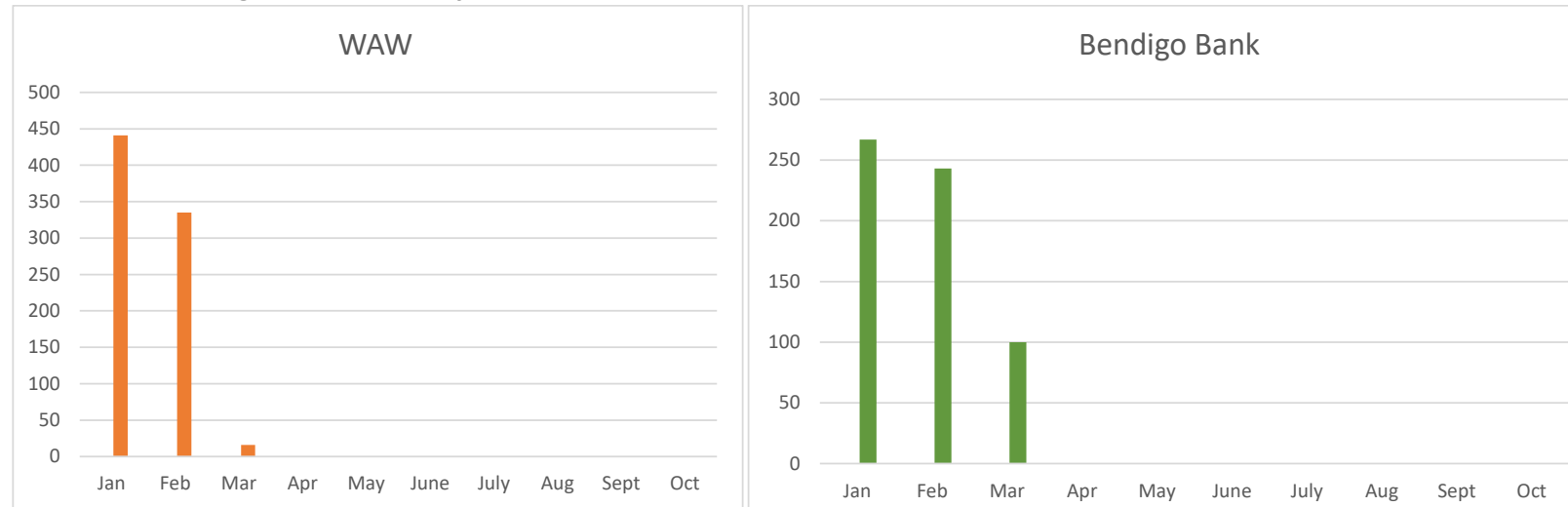
During November, Proto Partners have conducted interviews with staff to gain specific insights from key stakeholders and decision-makers within the organisation. Proto held a workshop with the Manager and Executive Leadership teams to gain a better understanding of how the business works, what MRC's business goals are and how we see the current service offer working. The session provided an opportunity for attendees to look at growth business drivers which include Offer – Products and Services, Delivery – Customer Experience and Channels & Platforms, Organisation – People & Structure and Processes & Systems, and Value – Business Model and Financial & Data Models. The team had the opportunity to provide feedback around these areas relating to "What Works Well" and "What Does Not Work Well" for an overview of our successes and outline the problems that need to be solved. The team was highly engaged during the workshop providing great insights, identifying actionable opportunities to improve service delivery that solves customers' and staff's challenges and working together to create a Customer Experience Vision that aligns with MRC's Mission, Vision and Values.

Customer and Stakeholder engagement took place in December and were finalised. A 2 hour workshop was held via teams mid December to look at the outcomes of the initial workshop and interviews. Four areas of development are People and Culture, Process and Service Capability, Technology and Voice of the Customer under which included 10-12 initiatives. Attendees were asked to vote on what they believed the top 5 initiatives were and once finalised were tasked with determining what the experience was currently like and what we would like the experience to be as well as what it will take to reach the end goal. All this information will be collated and will assist in the development of the strategy. The draft strategy will be completed and sent to Council for review at the end of the month.

We have received the internal strategy draft which is currently under review. An external document will be developed from this over the coming months in line with the Customer Service review process.

PART E: Business as Usual

WAW and Bendigo Bank Monthly Transaction Statistics



WAW Moulamein

Month	Jan	Feb	Mar	Apr	May	June
WAW Number transactions	441	335	0	0	0	0

WAW non dep.wdl transactions	34	88	0	0	0	0
------------------------------	----	----	---	---	---	---

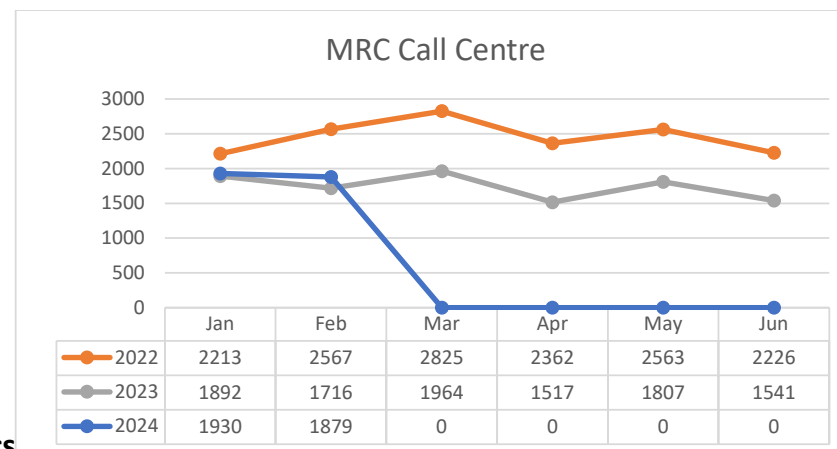
Bendigo Bank Mathoura

Month	Jan	Feb	Mar	Apr	May	June
Bendigo Number transactions	267	243	0	0	0	0

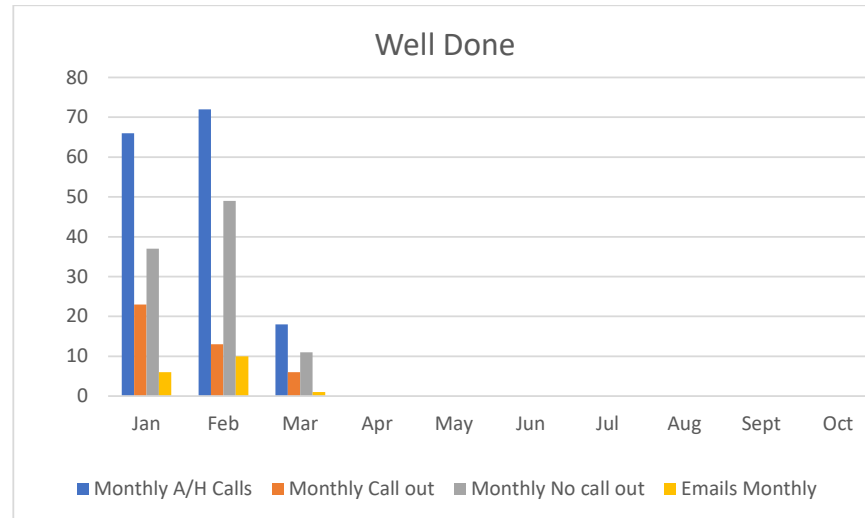
Bendigo non dep. wdl. transactions	162	134	0	0	0	0
------------------------------------	-----	-----	---	---	---	---

WAW recorded 335 transactions for January which equates to 20 transactions per day. Transactions are any type of interaction into or out of a customer’s account that is visible in recorded data, for example deposits, withdrawals, BPay’s, external and internal transfers between accounts, new account and term deposits, account closures etc. This also includes counting coin, verifying treasury, filling out change orders which generally require a withdrawal or deposit somewhere, either into a customer account or through the treasuries. Non deposit and withdrawal transactions include balance checks, enquiries, paperwork and phone calls.

Bendigo Bank recorded 243 transactions for January equating to 13 transactions per day. Transactions with Bendigo Bank are deposit, withdrawals and transfers. Non deposit transactions include treasury transfers, coin counting, change orders, balance checks and passbook updates, ordering of deposit books, new accounts, term deposits, enquiries, paperwork and phone calls. We will be training other customer service staff in the Bendigo Bank over the next couple of months to help strengthen our teams cross product Knowledge and provide more flexibility in covering staff shortfalls due to illness and holidays etc.



MRC Call Centre Monthly Statistics



Mathoura Call Centre

Month	Jan	Feb	Mar	Apr	May	Jun
Monthly total answered	1930	1879	0	0		
Monthly total unanswered	30	97	0	0		

Well Done

Month	Jan	Feb	Mar	Apr	May	Jun
Monthly A/H Calls	66	72	0	0		
Monthly Call out	23	13	0	0		
Monthly No call out	37	49	0	0		
Emails Monthly	6	10	0	0		

February MRC Call Centre transactions rose in comparison to the last year. A large percentage of calls related to billing. Our call centre averaged 94 calls per day. All unanswered calls are flagged for call back by the customer service team and are completed in a timely manner. Our call centre team are also responsible for the Voice of Customer feedback calls as well as the Bendigo Banking services, tourist information, Mathoura library and council services and Services Australia assistance. The team has to be multiskilled, so we are constantly on the lookout for chances to upskill our team members.

The After Hours call centre received 72 calls for February with only 13 call outs, 10 emails and 2 calls referred to other agencies. The call outs were made to Rangers and Compliance, Water and Sewer and Alarms. These figures increased by 6 calls in comparison to February last year.

V/Line

Barham CSC conducted 108 V/Line ticket sales in the month of February. Since the reduction in ticket pricing in 2023, we have seen steady sales figures for V/Line every month. Sales were marginally higher this month due to the schools being back and student bus ticket sales increasing. Customers have the availability to purchase tickets online, but they don't have the means to print their ticket and many attend the office to have the Customer Service team print their tickets for them. We are the only V/Line agent in a 30km radius

Service Requests

Service Requests	701
Finalised	614
Phone Messages	390 (included in Service Request figures)
Snap Send Solve	20 (included in Service Request figures)

Complaints

We received 5 complaints for the month of February. They were all relating to different matters. These residents were contacted and their concerns were taken onboard and their complaints lodged with the relevant MRC departments for actioning.

Cemeteries

We had a total of 11 interments and 6 plaque installations for February.

Cemetery	Interment	Plaques	Occupied	Vacant	Reserved
Barham	3 Burials	3	1339	475	60 (69 Unavailable)
Mathoura Lawn	1 Burial	0	167	63	2 (1 Unavailable)
Mathoura Pioneer	0	0	429	313	16
Moama	7 Burials	3	1897	1319	125 (83 Unavailable)
Moulamein	0	0	443	277	7
Tooleybuc	0	0	149	195	33

Tourism

There was a slight decrease (20) in tourism visitors and requests at the MVBC, however were up 13 on this time last year. School holidays and weather have an impact on numbers during February. Merchandise sales were consistent over the course of the month.

Libraries

Barham Library: Our Library lover’s day competition was well supported with some very inspiring entries. Our winners of a box of chocolates each in the children’s section were Ivy and Goldie Hallal and the in the adult section, Judy Lake took home the box of chocolates.

Move & Groove has once again seen the children enjoy some lovely stories our wonderful volunteer during February and created some beautiful craft. Move & Groove is on every Thursday morning at 10.30am until 11.30am.

There will be a special Easter themed Move and Groove on Thursday 28th March with some beautiful Easter stories, craft and an Easter Egg Hunt.

Our Saturday Storytime will recommence on the 9th March with the story “Edward the Emu” by Sheena Knowles followed by a craft activity where children can create their own paper plate emu and enjoy some fun colouring activities.

We continue to take bookings for Digital help for people with their devices etc. through our partnership with Be Connected and the Digital Mentoring program and we welcome all enquiries.

The Cryptic Crossword workshops have been running every Friday afternoon at 1.30pm. Participants are enjoying learning the tricks to easily solve these elusive puzzles whilst enjoying each other’s company. Afternoon tea is provided, and this is a free workshop, iPads are also available for use.

The Social Book Chat group has been meeting every Tuesday morning at 11.00am and enjoy catching up on what everyone is reading and lots of discussion on current events. Everyone is welcome to join in.

I am currently working on preparing for a second hand book sale in April with the help of some of the library volunteers.

Moulamein Library: On 31th February a large section of the ceiling collapsed into the library area. This resulted in the library being closed to the public for the rest of the month and most probably into early March. Up until this date foot traffic and library transaction were consistent with other months. The mobile library was used for 2 weeks so that we could still provide a library service to the town, which was appreciated by our patrons even though it was a reduced service.

Mathoura Library: Library numbers were steady during the course of the month. We have produced a flyer for the Mathoura Matters and local businesses advertising what we have in the library and how we can help our community members get access to thousands of books from over 200 libraries. We have also put an order in for a lot of new books for the library to help keep us up to date within the library world and provide our members with a wider fresher variety of books.

Mobile Library: Mobile library recommenced its rotation on the 16th January. It was a little quiet due to the school holidays and we expect this will improve with school back and normal schedule on the next rotation. The mobile library was well attended when it was substituting for the main library due to its building works.

Our library teams work tirelessly to ensure that the library is a safe place for community members and visitors to go to borrow books, attend a program, socialise and most importantly, build connections. Our volunteers feel a sense of purpose and community engagement which allows them to build relationships with other members. Our libraries are an integral part of our communities.

Service NSW Statistics

SNSW Transactions 23/24	Quarter 1				Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
	GLS	OLGR	Drives	Total					
Barham	18	8	1306	1332	6300	1332	84.57%	4968	21%
Moama	102	53	4492	4647	16700	4647	111.31%	12053	28%
Moulamein	3	3	428	434	2900	434	59.86%	2466	15%
SNSW Transactions 23/24	Quarter 2				Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
	GLS	OLGR	Drives	Total					
Barham	34	23	1413	1470	6300	2802	89%	3498	44%
Moama	96	85	4403	4584	16700	9231	111%	7469	55%
Moulamein	9	2	547	558	2900	992	68%	1908	34%
SNSW Transactions 22/23	Quarter 1				Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
	GLS	OLGR	Drives	Total					
Barham	29	5	1314	1348	6300	1348	91.39%	4952	21%
Moama	96	47	4500	4643	16700	4643	103.18%	12057	28%
Moulamein	5	4	515	524	2900	524	95.27%	2376	18%

murray river council Monthly Operational Report – February 2024 Customer Service

GLS – Service NSW: Office of Fair Trading, Maritime, Owner Builder applications, NCAT, Births Deaths & Marriages, Associations, Seniors Cards
 OLGR – Office Liquor, Gaming & Racing: Responsible Service of Alcohol, Responsible Conduct of Gambling
 Drives – Transport for NSW: Driver Licensing, Vehicle Registration, Mobility Parking Scheme, Firearms, Security, Commercial Agents & Private Inquiry Agent Licensing, Working with Children Checks

New targets for our Service NSW agencies came into effect as of the 1st January. These targets have been adjusted to reflect the rate of transactions being processed by each area. Growth and online services have had an impact on face to face service provision and the adjustments will assist agencies to achieve more realistic targets. Moving forward our targets for each agency have been adjusted as follows:

Barham	5900
Moama	18000
Moulamein	2200

Voice of Customer

We contacted a total of 79 customers who submitted service requests during February with 58 responses and 21 who were unavailable to take part of in the survey. Our Satisfaction result was in the high 80’s percentile as was our Helpful and Clear Advice feedback.

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
	Business Agency coverage – various Customer Service Centres require staff with specific skills to provide agency support Barham CSC – Council, Allianz, Service NSW, V/Line Barham Library – Library services Mathoura CSC – Council, Library, Bendigo Bank, Visitor Information Centre (Tourism), Call Centre, Services Australia Moama CSC – Council, Service NSW Moulamein CSC – Council, WAW Credit Union, Service NSW, Allianz Moulamein Library – Library services	Roster accordingly utilising staff who have the required skills where possible	Multi skill staff across all Business Agency Units that they may attend	
	Mobile Library	One trained operator	Source and train second driver to cover leave. Need to have the same skillset. Suitable staff member has expressed interest. Alternatively, seek a HR driver to drive the Mobile Library and have a fully trained Library and Customer Service Officer travel with them to provide service	

PART F: Service Metrics

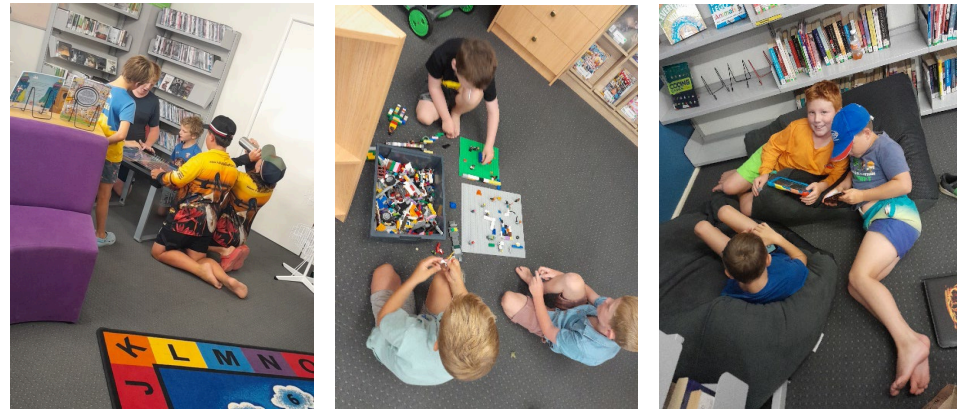
Escalated Customer Service Reconciliations to CEO level

Date	Customer Complaint	Action Undertaken	

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Fact

Recognition for a couple of our team members were received in January. Receiving positive feedback from customers is wonderful as it validates that our standard service and interactions are appreciated by those who experience them, even when we haven’t made any changes to our usual approach.
 Our Customer Service Officer in Barham received feedback via Service NSW commending her on providing exceptional, efficient service whilst assisting a very anxious “L” plate licence tester. The feedback also stated that the officer was extremely patient and was very encouraging, that they were extremely glad they had a fantastic service so close to home (within 30mins) it made the whole experience successful and was an efficient service being able to complete the whole transaction including payment and photos at the same place.
 In Mathoura one of our call centre team members received an email from a customer thanking her for her excellent service provision.

Moulamein Library school holiday fun



Barham Library a great turnout for author Susea Spray



Barham Library craft time and healthy eating options



PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**Customer Service Centres**

We saw an increase in visitation to the Mathoura Visitor and Business Centre over the January period with reasonable sales of River Country Tourism merchandise after receiving the products during the last week of December. Tea towels, stickers and postcards were popular and most people purchased more than 1 item.

A lot of queries in all customer service centres regarding water billing and challenges regarding making payments due to biller code changes.

A large number of calls through the Call Centre regarding the recent quality of water in Moama. Customer feedback was consistent recommending MRC should have a system in place whereby they are advised by either Email or SMS when events such as these occur. This is being investigated through Tech One and consideration of an upgrade of our telephony system.

Barham saw an increase in tourism enquiries throughout January and Service Requests seemed to increase especially in regard to roads after the unprecedented rain events we have had.

Customer Experience: Proto Partners have been engaged by MRC to assist with the design of a Customer Experience Strategy. Proto Partners will engage with key internal and external stakeholders to determine gaps and gain an understanding of critical issues and provide clarity on what is of most value to MRC customers and employees. We will work together to review our current experience and provide an action plan for improvements, measures and clarity on creating a customer centric culture. The Customer Experience Strategy will provide a clear roadmap reflecting MRC's vision of delivering an improved customer experience across all areas of the business and will meet the needs of the community now and into the future.

During October, Murray River Council have supplied our Community Strategic Plan, Vision, Mission and Values, policies, and strategies, and current projects to Proto Partners so they understand our vision and direction. We have provided a list of the technology we use and technology we are investigating for insights into our current and future operating processes and how these will assist us in providing service and creating efficiencies. Proto Partners also have the results of our Voice of Customer surveys so they can understand key customer challenges and feedback prior to engaging with our customers. Customer interviews are currently being conducted by Proto Partners who will gain a strong understanding of the current customer experience to identify what is of most value to Murray River Council customers and what is not, to determine pain points or Moments of Truth across our customers journeys and provide clarity on what areas and actions Council need to focus on or improve to bring about change.

Staff engagement will take place in the upcoming month. Proto Partners will be conducting interviews with some staff to ensure that their requirements are taken into account and to understand critical issues and drivers, to determine gaps and potential areas of opportunity for further development. In addition to this we will be holding a 2.5 hour Vision Workshop to agree on the Design Challenge and the 8 Growth Drivers that will assist in the creation of the Murray River Council Customer Experience Vision.

During November, Proto Partners have conducted interviews with staff to gain specific insights from key stakeholders and decision-makers within the organisation. Proto held a workshop with the Manager and Executive Leadership teams to gain a better understanding of how the business works, what MRC's business goals are and how we see the current service offer working. The session provided an opportunity for attendees to look at growth business drivers which include Offer – Products and Services, Delivery – Customer Experience and Channels & Platforms, Organisation – People & Structure and Processes & Systems, and Value – Business Model and Financial & Data Models. The team had the opportunity to provide feedback around these areas relating to "What Works Well" and "What Does Not Work Well" for an overview of our successes and outline the problems that need to be solved. The team was highly engaged during the workshop providing great insights, identifying actionable opportunities to improve service delivery that solves customers' and staff's challenges and working together to create a Customer Experience Vision that aligns with MRC's Mission, Vision and Values.

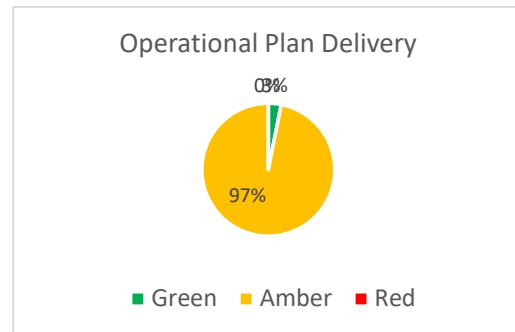
Customer and Stakeholder engagement took place in December and were finalised. A 2 hour workshop was held via teams mid December to look at the outcomes of the initial workshop and interviews. Four areas of development are People and Culture, Process and Service Capability, Technology and Voice of the Customer under which included 10-12 initiatives. Attendees were asked to vote on what they believed the top 5 initiatives were and once finalised were tasked with determining what the experience was currently like and what we would like the experience to be as well as what it will take to reach the end goal. All this information will be collated and will assist in the development of the strategy. The draft strategy will be completed and sent to Council for review at the end of the month.

We have received the internal strategy draft which is currently under review. An external document will be developed from this over the coming months in line with the Customer Service review process.

PART A: Section Accountabilities and Team Roles

Manager of Economic Development and Tourism – Beck Hayward	Economic Development Officer	Economic Development and Tourism Officer	Grants Officer	Business Unit Support Officer																																																																																																								
<p>This role is to support and enhance local business and visitor experiences in MRC.</p> <p>Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.</p> <p>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.</p>	<p>This role is required to build and maintain a variety of collaborative working relationships with business groups, community organisations, local governments and other external stakeholders.</p> <p>Working with community groups, local businesses, and government agencies to facilitate planning, economic and community development and events at a local level.</p> <p>The position also provides support to other regional projects and initiatives as required.</p>	<p>This role to support and grow the prosperity of our region by encouraging and identifying economic development opportunities, with a focus on tourism.</p> <p>Market the local government area, develop quality tourism products and services and guide the activities of local tourism organisations to increase visitation to the region, enhance the visitor experience and contribute to the local economy.</p>	<p>This role is responsible for researching and writing innovative funding submissions in line with Murray River Council’s policies and procedures. The role offers support to all areas of the business as well as external stakeholders, businesses and community groups, aligning key projects to available funding opportunities.</p> <p>Meeting with local business operating and community groups to identify funding opportunities;</p> <p>Supporting internal departments to apply for funding to drive new projects;</p> <p>Working within tight timeframes to submit innovative funding applications;</p>	<p>This role provides administrative assistance to Director of Community and Eco Dev as well as Manager Eco Dev and Tourism. The role is responsible for coordinating community events and provides administrative assistance as required to wider Eco Dev team.</p> <p>Key contact for Section 355 committees.</p> <p>Diary management for the Director of Community and Economic Development;</p>																																																																																																								
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Visitor Servicing</td></tr> <tr><td>B</td><td>Arts and Culture</td></tr> <tr><td>B</td><td>Grant Sourcing</td></tr> <tr><td>B</td><td>Destination Branding and Marketing</td></tr> <tr><td>B</td><td>Community & Economic Development admin management</td></tr> <tr><td>B</td><td>Community Development</td></tr> <tr><td>B</td><td>MRC Financial Assistance Program</td></tr> <tr><td>B</td><td>Attraction and retention of residents and workers</td></tr> <tr><td>B</td><td>Economic Development</td></tr> <tr><td>B</td><td>Community Events</td></tr> <tr><td>B</td><td>Tourism Events</td></tr> <tr><td>B</td><td>Tourism Product Development</td></tr> <tr><td>B</td><td>Tourism and Community Signage</td></tr> <tr><td>P</td><td>Attraction and retention of residents and workers</td></tr> <tr><td>P</td><td>Advocacy - Community & Economic Development Intergovernmental Relations</td></tr> </tbody> </table>	SBPO	Accountability	B	Visitor Servicing	B	Arts and Culture	B	Grant Sourcing	B	Destination Branding and Marketing	B	Community & Economic Development admin management	B	Community Development	B	MRC Financial Assistance Program	B	Attraction and retention of residents and workers	B	Economic Development	B	Community Events	B	Tourism Events	B	Tourism Product Development	B	Tourism and Community Signage	P	Attraction and retention of residents and workers	P	Advocacy - Community & Economic Development Intergovernmental Relations	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Disability Action Plan</td></tr> <tr><td>P</td><td>Community Events</td></tr> <tr><td>P</td><td>Community and Economic Development</td></tr> <tr><td>P</td><td>Tourism and Community Signage</td></tr> <tr><td>P</td><td>Disability Action, Audit, Review and Project Implementation</td></tr> <tr><td>P</td><td>MRC Financial Assistance Program</td></tr> <tr><td>O</td><td>MRC Financial Assistance Program</td></tr> <tr><td>O</td><td>Work Here, Live Here, Play Here</td></tr> <tr><td>O</td><td>Heritage Stakeholder Engagement</td></tr> <tr><td>O</td><td>Stakeholder Engagement all other Committees</td></tr> <tr><td>O</td><td>Community Arts Culture</td></tr> <tr><td>O</td><td>Economic Development</td></tr> </tbody> </table>	SBPO	Accountability	B	Disability Action Plan	P	Community Events	P	Community and Economic Development	P	Tourism and Community Signage	P	Disability Action, Audit, Review and Project Implementation	P	MRC Financial Assistance Program	O	MRC Financial Assistance Program	O	Work Here, Live Here, Play Here	O	Heritage Stakeholder Engagement	O	Stakeholder Engagement all other Committees	O	Community Arts Culture	O	Economic Development	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>River Country Branding and Marketing</td></tr> <tr><td>P</td><td>Tourism Products</td></tr> <tr><td>O</td><td>Tourism Events</td></tr> <tr><td>O</td><td>Tourism/Rivercountry Media Management Service</td></tr> <tr><td>O</td><td>Rivercountry Knowledge and Publication Service</td></tr> <tr><td>O</td><td>Rivercountry Branding and Corporate Image</td></tr> <tr><td>O</td><td>Tourism/ Rivercountry Social Media</td></tr> <tr><td>O</td><td>Tourism/Rivercountry Community Engagement</td></tr> <tr><td>O</td><td>Tourism Products Service Delivery</td></tr> <tr><td>O</td><td>Market Research Reporting and Delivery</td></tr> </tbody> </table>	SBPO	Accountability	P	River Country Branding and Marketing	P	Tourism Products	O	Tourism Events	O	Tourism/Rivercountry Media Management Service	O	Rivercountry Knowledge and Publication Service	O	Rivercountry Branding and Corporate Image	O	Tourism/ Rivercountry Social Media	O	Tourism/Rivercountry Community Engagement	O	Tourism Products Service Delivery	O	Market Research Reporting and Delivery	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Grant Sourcing</td></tr> <tr><td>O</td><td>Delivery and Reconciliation Community Grants</td></tr> <tr><td>O</td><td>Organisation Wide Grant Identification</td></tr> <tr><td>O</td><td>Adverse Events Coordination and Delivery</td></tr> <tr><td>O</td><td>Grant Applications</td></tr> <tr><td>O</td><td>Grant funding applications for Footpaths and Bike Paths (other state or federal)</td></tr> <tr><td>O</td><td>Grant Support and QA</td></tr> </tbody> </table>	SBPO	Accountability	P	Grant Sourcing	O	Delivery and Reconciliation Community Grants	O	Organisation Wide Grant Identification	O	Adverse Events Coordination and Delivery	O	Grant Applications	O	Grant funding applications for Footpaths and Bike Paths (other state or federal)	O	Grant Support and QA	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>O</td><td>Community and Economic Development Administration</td></tr> <tr><td>O</td><td>Tourism and Community Signage</td></tr> <tr><td>O</td><td>Community Events</td></tr> </tbody> </table>	SBPO	Accountability	O	Community and Economic Development Administration	O	Tourism and Community Signage	O	Community Events
SBPO	Accountability																																																																																																											
B	Visitor Servicing																																																																																																											
B	Arts and Culture																																																																																																											
B	Grant Sourcing																																																																																																											
B	Destination Branding and Marketing																																																																																																											
B	Community & Economic Development admin management																																																																																																											
B	Community Development																																																																																																											
B	MRC Financial Assistance Program																																																																																																											
B	Attraction and retention of residents and workers																																																																																																											
B	Economic Development																																																																																																											
B	Community Events																																																																																																											
B	Tourism Events																																																																																																											
B	Tourism Product Development																																																																																																											
B	Tourism and Community Signage																																																																																																											
P	Attraction and retention of residents and workers																																																																																																											
P	Advocacy - Community & Economic Development Intergovernmental Relations																																																																																																											
SBPO	Accountability																																																																																																											
B	Disability Action Plan																																																																																																											
P	Community Events																																																																																																											
P	Community and Economic Development																																																																																																											
P	Tourism and Community Signage																																																																																																											
P	Disability Action, Audit, Review and Project Implementation																																																																																																											
P	MRC Financial Assistance Program																																																																																																											
O	MRC Financial Assistance Program																																																																																																											
O	Work Here, Live Here, Play Here																																																																																																											
O	Heritage Stakeholder Engagement																																																																																																											
O	Stakeholder Engagement all other Committees																																																																																																											
O	Community Arts Culture																																																																																																											
O	Economic Development																																																																																																											
SBPO	Accountability																																																																																																											
P	River Country Branding and Marketing																																																																																																											
P	Tourism Products																																																																																																											
O	Tourism Events																																																																																																											
O	Tourism/Rivercountry Media Management Service																																																																																																											
O	Rivercountry Knowledge and Publication Service																																																																																																											
O	Rivercountry Branding and Corporate Image																																																																																																											
O	Tourism/ Rivercountry Social Media																																																																																																											
O	Tourism/Rivercountry Community Engagement																																																																																																											
O	Tourism Products Service Delivery																																																																																																											
O	Market Research Reporting and Delivery																																																																																																											
SBPO	Accountability																																																																																																											
P	Grant Sourcing																																																																																																											
O	Delivery and Reconciliation Community Grants																																																																																																											
O	Organisation Wide Grant Identification																																																																																																											
O	Adverse Events Coordination and Delivery																																																																																																											
O	Grant Applications																																																																																																											
O	Grant funding applications for Footpaths and Bike Paths (other state or federal)																																																																																																											
O	Grant Support and QA																																																																																																											
SBPO	Accountability																																																																																																											
O	Community and Economic Development Administration																																																																																																											
O	Tourism and Community Signage																																																																																																											
O	Community Events																																																																																																											

PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4 year Delivery Plan, the Economic Development and Tourism actions relate to strengthening economic growth and prosperity.

Council has a wide range of economic objectives to assist positioning MRC as a great place to live, work, invest and visit. The Economic Development and Tourism Strategy will be achieved in a sustainable and financially responsible way that allows flexibility and responsiveness in an ever-changing economic environment.

The Strategy is based on four goals:

- Encourage and support economic development;
- Develop strong and resilient communities;
- Promote and grow tourism;
- Partnering with industry and government to promote and nurture innovation;

The Community and Economic Development Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.1 – Visitor and Resident information									
Development of a Community Directory and general information relevant to Council and local services. (S DCED)	Deliver	(DP 2.1.2) Investigate subscription-based program for online community directory	B: MEDT P: O:	✓				Development of a Community Directory and improved information about community groups and programs will form part of the implementation of the Workforce Attraction Strategy, during 2024 and 2025.	●
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers									
2.6 – Improve externally provided information and communication.									
Further develop and enhance public communication materials. (S DCED)	Partner Advocate	(DP 2.6.3) Investigate and provide a report on relocation of the information centre in Moulamein to the Moulamein Heritage Village	B: MEDT P: O:		✓			To do.	●
	Deliver, Partner, Advocate	(DP 2.6.6) Investigate and undertake a business case for creating a Community Directory including 1. housing or 'New to town' concierge service Trades directory	B: MEDT P: O:		✓			Development of a Community Directory and improved information about community groups and programs will form part of the implementation of the Workforce Attraction Strategy, during 2024 and 2025.	●
	Deliver	(DP 2.6.7) Service signage at front of MRC buildings (what services are available at each location)	B: MEDT P: O:	✓				Council buildings have signage. In November new signage was installed at the Mathoura Visitor and Business Centre.	●
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).									
2.8 – Community and Council collaboration									
Increased interaction with Communities. (S DCED)	Advocate	(DP 2.8.2) Provide additional information to community relating to grant opportunities for community driven projects (eg Goodnight Wetlands)	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Grant opportunities are communicated to community groups via direct contact and also via the community email newsletters, sent each month. During October two newsletters were sent to our business database to promote: <ul style="list-style-type: none"> • Small Business Month (including video message from guest speaker Michael Licenblat) • Australia Day Awards • Open and upcoming grant opportunities • Local events and workshops During December, two newsletters were distributed, with the following content: 6 Dec:	●


							<ul style="list-style-type: none"> MRC - Christmas/NY closures, Christmas in River Country, ELS, FOGO for business Small business cyber security Strive 4 Sustainability Scorecard for eligible NSW visitor economy businesses CUC Initiative Active & Creative Kids voucher program Grants - 10 opportunities Regional Events for December <p>22 Dec:</p> <ul style="list-style-type: none"> MRC - Christmas/NY Closures reminder, Christmas in River Country, ELS, FOGO for business Active & Creative Kids voucher program Grants - 8 opportunities Regional Events for December to Feb Australia Day flyer IWD Picnic flyer <p>In December Council's Grants Officer met with Moama RSL and Club Barham to assist them in submitting applications under the EV Charging Stations Grant.</p> <p>During January one newsletter was distributed including the following content:</p> <ul style="list-style-type: none"> International Women's Day event in Barham. Trending business topics for 2024 An upcoming marketing workshop How to become a Creative Kids provider Current grant programs Tourism marketing campaign Upcoming events <p><i>During February one newsletter was distributed including the following content:</i></p> <ul style="list-style-type: none"> <i>International Women's Day event in Barham.</i> <i>MRC EOIs – Access & Inclusion and River Country Art Trail Advisory Committee</i> <i>Current grant programs including MRC Community Grants Round 2, ClubGrants Round 2, Telstra, Graincorp, SSI, NSW Govt, FRRR</i> <i>MRC upcoming events</i> <i>Promotion of Feast Forest Farm, Barham, Campaspe Shire Workshop and EM Discovery Day</i> 		
		(DP 2.8.3) Further develop partnerships with local community groups to implement community driven projects	B: MCE P: MCE O: MCE	✓	✓	✓	✓	<p>ONGOING</p> <p>During July, economic development staff met with and worked with the Barham Water Tower Art Committee. During July economic development staff discussed event planning with various community groups and event organisers.</p> <p>During August economic development as staff met with:</p> <ul style="list-style-type: none"> Barham community members about the Arts and Culture Strategy. Spoke with River Country Art Trail Steering Committee members to discuss the project status. Spoke with Tooleybuc Harvest Festival Committee to coordinate event delivery. <p>Council's Tourism Officer is collaborating with Campaspe Shire staff to host the Volvo Car Clubs National Rally in the region in 2024 and is working with the Backroads Trail committee to coordinate an updated Backroads Trail Brochure.</p> <p>During October Economic Development engaged with:</p> <ul style="list-style-type: none"> Wakool Progress Association Members Barham Water Tower Art Committee Caldwell Hall Committee Tooleybuc Harvest Festival Mathoura Speed Shear Committee - to provide support and enhance awareness of the event, encouraging both competitors and spectators and to provide assistance on the day due to lack of volunteers. 	●

								<p>During December staff met and worked with the following groups:</p> <ul style="list-style-type: none"> River Country Art Trail Steering Committees Barham Consolidated Executive Committee <p>During December the Grants Officer:</p> <ul style="list-style-type: none"> Met with Murray Connect and discussed their plans for 2024 and ways MRC can work in with them to provide support. Met with the rebooted Barham Consolidated and discussed their new cross section of community, their strategic plans, vision and meeting schedule and advised them I will attend their full committee meetings in 2024 to ensure ongoing collaboration and support. <p>During January, the Grants Officer efforts to support local community organisations and initiatives were demonstrated through:</p> <ol style="list-style-type: none"> Support for Moulamein Heritage Village: Productive discussions took place with Moulamein Heritage Village regarding their progress towards official business opening. The Council provided necessary support to address challenges encountered, ensuring the smooth implementation of their plans. Assistance for Barham Art Gallery: Guidance and assistance were extended to a local community member from Barham in establishing a Barham Art Gallery. This support aims to promote cultural enrichment and community engagement through the arts and aligns with Council's draft Arts and Culture Strategy. <p>During February, the Grants Officer efforts to support local community organisations and initiatives were demonstrated through:</p> <ol style="list-style-type: none"> Moulamein Heritage Village: Assisted with funding acquittal procedures and facilitating constructive dialogue to mitigate project constraints and guide next steps. Barham Lions Club: Offered guidance and assistance in identifying suitable grant opportunities to underpin proposed community project, thereby enhancing the club's capacity to realise its vision and benefit the community at large. 	
<p>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 4.2 – Formation of Networks – training and networking to fulfil social function and spark migration of ideas</p>									
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.2) Continue to form community networks for training and networking, placed based gathering to fulfill social function and to spark migration of ideas.	B: MEDT P: O:	✓	✓	✓	✓	<p>ONGOING</p> <p>Economic development staff met with and worked with the following during July:</p> <ul style="list-style-type: none"> Barham Water Tower Art Committee <p>During July, the following events and activities took place:</p> <ul style="list-style-type: none"> Moama Lights 2023 Moama Lights Ice Skating <p>During August, the following events and activities took place:</p> <ul style="list-style-type: none"> NAIDOC Week activities at Mathoura and Wakool Public Schools. <p>During October, the following events and activities took place:</p> <ul style="list-style-type: none"> Tooleybuc Harvest Festival <p>During October the community was engaged in various ways, to contribute to development of Council's Arts and Culture Plan.</p> <p>During December staff met and worked with the following groups:</p> <ul style="list-style-type: none"> River Country Art Trail Steering Committees Barham Consolidated Executive Committee <p>During February staff met and worked with the following groups:</p> <ul style="list-style-type: none"> Barham Water Tower Art Committee Yorta Yorta Nation Aboriginal Corporation Murray River Council ClubGRANTS Committee Campaspe Murray Mental Health Network Mathoura Speed Shear 	●
<p>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).</p>									

4.5 – Indigenous Recognition										
Collaborative agreements with local indigenous nations developed (S DCED)	Deliver	(DP 4.5.1) Development of collaborative agreements with local indigenous nations. Establish twice yearly meetings with indigenous leaders.	B: MEDT P: O:		✓	✓	✓	✓	Manager of Eco Dev attended an information session with Reconciliation NSW in November, to gain a better understanding of best practice in developing a Reconciliation Action Plan (RAP).	●
	Partner, Advocate	(DP 4.5.2) Ongoing support and advocacy for local indigenous sites and development of programs.	B: MEDT P: O:			✓	✓		During December staff met with Yorta Yorta Nation representatives to discuss plans for the Dharnya Centre redevelopment in the Barmah National Park.	
	Deliver, Partner, Advocate	(DP 4.5.4) Work with Aboriginal artists, musicians, storytellers, poets etc to assist with planning for and execution of events within Councils LGA	B: MEDT P: O:					✓	<i>During January a local aboriginal artist was engaged to discuss involvement in 2024 Moama Lights event and River Country branding.</i>	
Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).										
4.6 – Regional History										
Celebrate significant local history milestones and develop an ongoing calendar of milestones (S DCED)	Deliver	(DP 4.6.1) Facilitate investment and construction to showcase history, art and culture of the MRC area	B: MEDT P: O:					✓		
	Deliver	(DP 4.6.2) Continue to celebrate our regional history	B: MEDT P: O:	✓	✓	✓	✓		ONGOING Eco Dev has continued to work with the museum advisor service (MAS) for Murray River Council, in conjunction with Museums and Galleries NSW, to support our local museums to grow and prosper. During July the MA visited the following: <ul style="list-style-type: none"> • Friends of Old Moama • The Border Flywheelers Museum • Moulamein Heritage Park • Moulamein Old Courthouse • Chanter Estate Military Museum • Good Vibrations Motorcycle Museum Mathoura During August, the MA began Strategic Planning Visits with the local museums starting with Border Flywheelers Museum. The remainder of the workshops will happen in September. During September, the MA met with the Moulamein Heritage Village group, and the Friends of Old Moama Committee. Planning for these groups is continuing and progressing well. During November the Economic Development Team supported the Moulamein Heritage Village to obtain development approval to host ongoing events at the facility. In December staff engaged with Friends of Old Moama, Moulamein Development Inc and Barham Consolidated to obtain feedback on existing interpretive signage and the creation of new signage. Staff have been in discussions with community members during December, who wish to relocate the St James Church Bell Tower, (which has historical significance) following the sale of the property. <i>During February – Economic Development team met with the Museum Advisor to discuss progress across several of our local museums with promising progress and efforts made in assisting Friends of Old Moama and The Border Flywheelers Museum in particular.</i>	●
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).										
4.8 – Developing future leaders										
Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program (S DCED)	Deliver	(DP 4.8.3) Ongoing development and use of skilled locals within S355 committees	B: MEDT P: O:	✓	✓	✓	✓		ONGOING Council works to support its s.355 committees to support them to be resourced and skilled to deliver on their responsibilities.	●

Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.																					
4.9 – Public Arts and Culture Projects																					
Develop a Public Arts and Culture Strategy (S DCED)	Deliver	(DP 4.9.1) Public Arts and Culture Strategy developed and implemented.	B: MEDT P: O:	✓	✓	<p>Eco Dev has engaged a consultant to deliver an arts and culture strategy and this project is underway. Eco Dev is currently working with the consultant to engage the community on the project.</p> <p>Council set dates for the Community Consultation to take place in October, which was communicated with the community in September.</p> <p>During September and October 2023, Spark and MRC undertook a range of stakeholder engagement activities to gather data and insights to help understand the challenges and opportunities that will underpin the strategy.</p> <p>Here is a summary of the engagement activities and participation numbers.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Quantity</th> <th>No. participants</th> </tr> </thead> <tbody> <tr> <td>1:1 interviews</td> <td>12</td> <td>12</td> </tr> <tr> <td>Small group interview</td> <td>3</td> <td>12</td> </tr> <tr> <td>Focus groups</td> <td>2</td> <td>9</td> </tr> <tr> <td>Pop-ups</td> <td>6</td> <td>138</td> </tr> </tbody> </table> <p>People were engaged from Mathoura, Moama (& Echuca), Barham (& Koondrook), Wakool, Moulamein, and Tooleybuc. The key insights will be used to develop the strategy during November and December.</p> <p>During November, Murray River Council is hosting an online feedback session for the community to assess the Arts and Culture Draft Strategy on a Page.</p> <p>A Strategy on a page was developed during December and various stakeholder workshops and meetings were held to progress development of the Arts and Culture Strategy.</p> <p><i>During February, the draft long form strategy was developed, with a view to go to the March Council meeting for endorsement to go on public display.</i></p>	Activity	Quantity	No. participants	1:1 interviews	12	12	Small group interview	3	12	Focus groups	2	9	Pop-ups	6	138
Activity	Quantity	No. participants																			
1:1 interviews	12	12																			
Small group interview	3	12																			
Focus groups	2	9																			
Pop-ups	6	138																			
	Advocate	(DP 4.9.2) Arts and Crafts Festival – various locations across Council	B: MEDT P: O:		✓																
	Advocate	(DP 4.9.3) Actively advocate for Murals to be completed at various locations across Council	B: MEDT P: O:			✓															
	Advocate	(DP 4.9.4) Actively advocate for Silo Art projects to be completed at various locations across Council	B: MEDT P: O:	✓	✓	<p>Eco Dev staff are working on a Visit River Country Silo/Water Tower Art Trail, which will comprise six locations including Tooleybuc, Barham, Wakool, Moulamein, Mathoura and Caldwell.</p> <p>During July, Council opened a tender process inviting proposals from strategic art consultants. Tenders were assessed during September, with a report to go to the October Council meeting. At the October Council meeting, consultancy firm, FORM Build were appointed to deliver the River Country Art Trail project.</p> <p>During December FORM provided a key finding report for the sites and a process/timeline info graph. This information was shared at a meeting with all Steering Group Committee members, where the change in MRC project contact details were shared.</p> <p><i>During January, Advancements in the River Country Art Trail project include:</i></p> <ol style="list-style-type: none"> Steering Committee Formation: An Electronic Direct Mail (EDM) campaign was launched to recruit members for the Echuca Moama Steering Committee. This committee plays a crucial role in guiding the development and implementation of the River Country Art Trail. Engagement with Stakeholders: Collaborative efforts with Graincorp were undertaken to facilitate progress on silo sites earmarked for inclusion in the art trail. Additionally, Steering Committee meetings with consultants from FORM were conducted to advance the community engagement phase of the project. Logo Design Exploration: Discussions with designers were initiated to explore options for a River Country Art Trail logo. This branding initiative aims to enhance the project's visibility and promote community participation. 															

								<p><i>During February, progress was made in advancing the River Country Art Trail project:</i></p> <ol style="list-style-type: none"> 1. <i>Facilitated Steering Committee Meetings to ensure community engagement and progress.</i> 2. <i>Stakeholder discussions continued with Graincorp regarding Wakool and Caldwell sites. Whilst discussions with Sunrice have commenced to seek clarification around the potential use of Rice Silos.</i> 3. <i>Engaged in discussions with FORM (project consultant) regarding project scope and budget implications.</i> 4. <i>Coordinated the Expression of Interest (EOI) process and established the Echuca Moama Steering Committee to facilitate Moama Water Tower site project.</i> 5. <i>Actively promoted community participation through the distribution and promotion of the Community Survey.</i> 6. <i>The logo for the Art Trail has been created and a tagline to accompany this will be explored via the Steering Committees in due course.</i> 	
	Deliver, Partner	(DP 4.9.5) Advocate for the Moama Bridge Arts Precinct – undertaken as part of the Meninya Street redevelopment project.	B: MEDT P: O:	✓	✓	✓	✓	The Bridge Arts Project has received \$4.95M funding from Regional NSW to design and construct two art galleries, along with two significant community art spaces, a cafe / restaurant with open deck and a gift shop. The project is design is well underway.	●
	Advocate	(DP 4.9.6) Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition	B: MEDT P: O:	✓	✓	✓		Eco Dev staff support community art groups where possible, including support to seek funding, promotion of various events and activities, inclusion in various tourism promotional activities, and also connections with South West Arts. Eco Dev staff worked with South West Arts to deliver a NAIDOC Week program in local schools. <i>During January and February, staff worked with South West Arts to scope a new art project to be delivered as part of NAIDOC Week in 2024.</i>	●
<p>Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.</p> <p>4.10 – Regional Events</p>									
Develop a Regional Events Strategy (S DCED)	Deliver	(DP 4.10.1) Regional Events Strategy developed and implemented.	B: MEDT P: O:			✓			
	Partner, Advocate	(DP 4.10.2) Partner with various groups and Government Departments to bring events to regional locations across Council	B: MEDT P: O:	✓	✓	✓	✓	<p>During July, eco dev staff worked to deliver Moama Lights and Moama Ice Skating event. The event began very successfully, however had to be cancelled early, due to the event site being inundated with water, due to the Murray River experiencing a high water event.</p> <p>Staff have met with two potential event organisers during August and September, with discussions ongoing.</p> <p><i>In January, Grants Officer has continued ongoing coordination efforts towards International Women's Day (IWD) 2024 with speakers and event day arrangements underway along with marketing and promotion of the day. These efforts aim to ensure a successful and impactful celebration of women's achievements and empowerment.</i></p> <p><i>In February, the Grants Officer finalised preparations and coordination efforts for IWD 2024 - Picnic in the Park: (a sell-out event), which is a celebration of women's achievements and empowerment on Wednesday 6 March.</i></p>	●
	Partner, Advocate	(DP 4.10.3) Create ongoing opportunities for schools, community groups and businesses to develop events within the local community	B: MEDT P: O:	✓	✓	✓	✓	<p>Eco Dev staff worked with South West arts to deliver a NAIDOC Week program in local schools.</p> <p>Eco dev staff support various community groups to plan and run events within our communities.</p> <p>In December, staff assisted various community groups to obtain approvals and host Christmas related events. Staff also worked with one of the local schools to obtain last minute approvals to hold a Triathlon in Moama.</p> <p><i>During Febuary staff have assisted multiple event organisers with event planning and approval processes.</i></p>	●
	Advocate	(DP 4.10.4) Continue to support Community Markets – expand to new locations, live music, food trucks etc	B: MEDT P: O:	✓	✓			June 2023 saw the appointment of a new Moama Market operator, with the first market for the new operator held successfully on 30 July.	●
	Advocate	(DP 4.10.5) Community led 'indigenous language' classes for interested local community members	B: MEDT P: O:				✓		
<p>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</p> <p>4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.</p>									

Service Provision (S DCED)	Deliver	(DP 4.12.3) Increase information available relating to services provided and attended across the LGA including Medicare, Legal aid, Centrelink, Doctors, Service NSW, Services Australia.	B: MEDT P: O:			✓		Various service providers and community groups came together to exhibit their services at the inaugural Mental Health Month expo, held at Hopwood Gardens in Echuca on Thursday 19 October 2023. The expo was organised by the Campaspe Murray Mental Health and Wellbeing Network, of which Council is an active member. Councillor Chris Bilkey welcomed everyone to the event and discussed the important role everyone must play when it comes to mental health and wellbeing. The expo included the unveiling of the acceptance tree.	
									
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
5.2 – Commercial Investment Strategy.									
Develop a prospectus of commercial investment opportunities (S DCED)	Deliver, Advocate	(DP 5.2.1) Develop and begin implementation of a Commercial Investment Strategy	B: MEDT P: O:			✓	✓		
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
5.3 – Prepare an Employment Lands Strategy									
Prepare an Employment Lands Strategy (S DCED)	Deliver	(DP 5.3.1) Prepare and implement an Employment Lands Strategy	B: MEDT P: O:		✓	✓		Eco Dev invited submissions from suitable consultants to undertake Council’s Employment Lands Strategy and appointed the successful consultant on 30 June. The project is underway and is expected to be completed by 30 June 2024.	●
		(DP 5.3.2, DP 5.33. DP 5.3.4, DP5.3.5)						All line items relocated to and reported under (DP 5.10.1)	
	Advocate	(DP 5.3.6) Continue to support and assist with Murray Connect project	B: MEDT P: O:		✓			ONGOING	●
	Deliver, Advocate	(DP 5.3.7) Continue to support and develop business opportunities across the region	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Council’s Economic Development Strategy is well underway, with its completion expected in the coming months. Once finalised the EDS will identify which projects are undertaken over the coming years.	●
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
5.5 – Chamber of Commerce									
Chamber of Commerce (S DCED)	Advocate	(DP 5.5.1) Assist with marketing of local Chambers of Commerce / Progress Associations.	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Eco Dev staff work with local business groups and endeavour to strengthen partnerships and deliver improved outcomes for our communities. In December, staff met with the new Barham Consolidated Committee.	●
Theme 5 – Goal 2 – Continue to develop strong and resilient communities.									
5.6 – Increased Educational opportunities									
Review the education services available and required by our community including early childhood and adult community education. (S DCED)	Deliver, Partner, Advocate	(DP 5.6.1) Prepare a report and submit to Council on educational services available and required and advocate for the findings	B: MEDT P: O:				✓	Bendigo TAFE officially launched its new Skills and Jobs Centre in Echuca Moama on 9 November. The Bendigo TAFE Skills and Jobs Centre, based in Echuca is a state-funded community service providing FREE expert career advice on training and employment opportunities. This service is available to MRC residents.	
Theme 5 – Goal 2 – Continue to develop strong and resilient communities.									
5.7 – Development of a resilient economy									
Develop Action Plans for each community to sit alongside the Adverse Events Plan which covers all of MRC.	Deliver, Partner, Advocate	(DP 5.7.1) Development and implementation of community actions plans	B: MEDT P: O:		✓	✓	✓	To do.	●

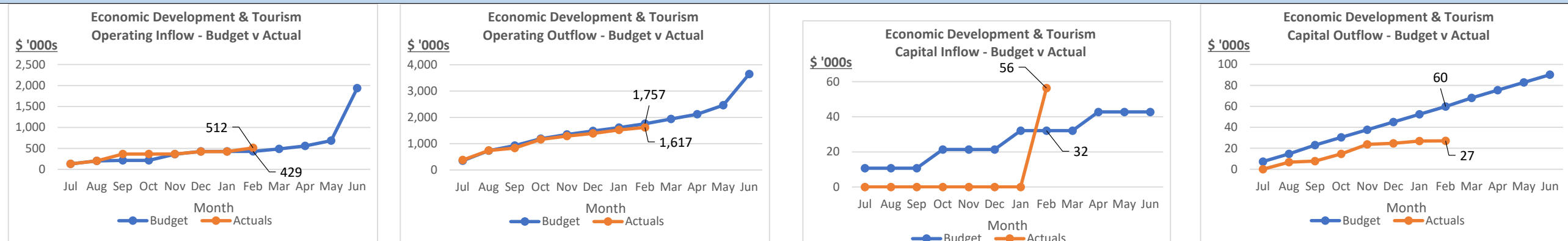
(\$ DCED)									
Theme 5 – Goal 3 – Promote and grow tourism across the region.									
5.8 – Promotion of local attractions									
Yearly Events Strategy and Marketing and Promotions Plan developed. (\$ DCED)	Deliver, Partner, Advocate	(DP 5.8.1) Prepare a yearly Events, Marketing and Promotion Plan taking into account community suggestions and innovation forums.	B: MEDT P: O:	✓	✓	✓		To do Eco Dev have developed an annual marketing plan. In November commenced paid Social Media campaign promoting visitation to River Country during Summer highlighting “River Experiences” including Aqua Island, Water Skiing, on river dining, and day boat hire.	●
Theme 5 – Goal 3 – Promote and grow tourism across the region.									
5.9 – Promote advantages to visit, live, work and invest									
Live, Work and Play in River Country Project further developed and implemented. (\$ DCED)	Deliver, Partner, Advocate	(DP 5.9.1) Development and implementation of Live, Work and Play in River Country Project.	B: MEDT P: O:	✓	✓	✓		To do	●
Theme 5 – Goal 3 – Promote and grow tourism across the region.									
5.10 – Growing Tourism across the LGA.									
Develop an Economic Development and Tourism Strategy. (\$ DCED)	Deliver	(DP 5.10.1) Economic Development and Tourism Strategy developed and implementation has begun	B: MEDT P: O:	✓	✓	✓		Underway, expected to be completed in the coming months. <i>The draft EDTS was on public display during Dec/January with minimal submissions received. The Strategy was adopted at the February Council meeting.</i>	●
	Deliver, Partner, Advocate	(DP 5.10.2) Increase signage in and around townships relating to tourism	B: MEDT P: O:	✓	✓	✓	✓	This work is ongoing and signage is updated as it becomes evident there needs to be improvements made. Economic Development and Tourism Team are currently developing a signage style guide to update tourism signage across all communities. In November community groups in Barham and Moulamein were approached for consultation and feedback for new tourism related signage. <i>In December, the Economic Development and Tourism Team developed a tourism and direction signage style guide which will be implemented across Council in 2024.</i> <i>In January, Tourism signage for Wakool Recreation Reserve has been mapped out with considerations given to free RV camping, toilet and shower facilities and the town’s inclusion in the River Country Art Trail.</i> <i>In February, interpretive tourism signage has been mapped out for Moulamein and Barham River walks, Moulamein township, Horseshoe Lagoon and Old Moama.</i> <i>Tourism signage for Wakool Recreation Reserve has now moved through to procurement phase, with design inclusive of free RV camping, toilet and shower facilities and the town’s inclusion in the River Country Art Trail.</i>	●
	Advocate	(DP 5.10.3) Advocate for steam trains and replica train stations across the region	B: MEDT P: O:				✓	Council’s Tourism Officer investigated the potential for and viability of having steam trains and replica train stations across the region. Below outlines some of the challenges and reasons why steam trains are not a viable tourism option. Economic Viability Fuel Costs: steam trains require large quantities of coal or wood to produce steam, and water to generate the steam. The cost of these fuels can be significant, especially if coal is used, as it must be mined, transported, and stored. Labor Intensive: operating a steam locomotive requires a skilled crew, including an engineer and a fireman, who are responsible for managing the fire and water levels, as well as operating the locomotive. This labour can be expensive. Maintenance: steam locomotives are complex machines with many moving parts that require regular maintenance and repair. The cost of maintaining a steam locomotive is very high, especially if it’s an antique or historical piece. Steam trains must meet strict safety regulations, and operators must adhere to safety protocols. Meeting these standards can be complex and expensive. Steam trains typically have limited passenger capacity compared to modern trains, which can make them less economically viable for mass tourism.	

									<p>Infrastructure Challenges Operating a steam train requires specific infrastructure, including tracks, stations, and maintenance facilities. Upgrading or maintaining this infrastructure to accommodate steam trains can be costly and time-consuming. Other requirements include water towers and coal depots, which adds to the operational costs. Modern diesel and electric trains can be refuelled or recharged more easily and quickly. Modern railway systems (like the recently updated Echuca Station) are not compatible with steam train operations due to differences in track gauges, signalling systems, and electrification. Adding a steam train to the existing schedule will interrupt the already in demand current V-line train schedule. The train lines are already under pressure due to aging infrastructure, environmental issues and keeping up with technology upgrades.</p> <p>Safety Concerns Steam locomotives pose safety risks that modern trains have largely mitigated. Boiler explosions, hot embers, and other safety hazards can pose risks to passengers and operators.</p> <p>Environmental Concerns Steam trains emit smoke and pollutants, which can be a concern in terms of air quality and environmental impact. Steam trains emit smoke, ash, and other pollutants, which can lead to increased costs related to environmental regulations and cleanup efforts. In an era where sustainability and environmental consciousness are important, this can be a drawback.</p> <p>Weather Dependence Steam trains are sensitive to weather conditions. Extreme temperatures like the ones experienced in the MRC LGA over Summer can affect their operation leading to cancellations or disruptions.</p> <p>Low Demand/ Practicality We already have established transportation networks, visitors have access to more convenient and cost-effective transportation options, such as buses, cars, or regular train services. Steam trains are generally slower than modern trains, which means longer travel times. Tourists may prefer faster transportation options, especially for long distances. Traveler preferences have evolved over the years, most people prefer fast, efficient, and reliable transportation options. Steam trains don't meet the demands of today's commuters and travellers. Steam trains are not as accessible to people with mobility and disability challenges. As they lack the amenities and accommodations found on modern trains, older people tend to take the more convenient option of public transport. A steam train tour currently brings visitors to Echuca-Moama, however due to lack of demand (mainly due to high cost required to cover expenses), the tours only run 2-3 times a year. While steam trains and replica stations may have some tourism appeal, they don't address the broader transportation needs of residents, potentially leaving them underserved by modern, efficient transit options. As budgets are often limited, and prioritising steam train initiatives over other transport options that will benefit both residents and tourism will be more beneficial.</p> <p>While there is significant interest in steam trains it is far more practical to focus on preserving steam train heritage through museums and occasional special events (such as the Steam Rally) to showcase to tourists with an interest in steam trains rather than as a regular mode of transportation for tourism. While preserving steam trains and heritage stations has cultural and historical value, it's essential to consider the practicality, costs, and broader transportation needs of a region when advocating for their adoption. In most cases it is more appropriate to focus on heritage railway tourism as a niche attraction rather than a comprehensive transportation solution and attraction.</p>
Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.									
5.11 – Innovation									
Be engaged in innovation and technology platforms and networks. (S DCED)	Partner, Advocate	(DP 5.11.1) Investigate and undertake pilot programs – cropping	B: MEDT P: O:		✓	✓	✓	To do Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.	●
Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.									
5.12 – Research & Development (R&D)									
Engage with universities and research institutions.	Partner, Advocate	(DP 5.12.1) Investigate and undertake pilot programs (including seeking funding sources) – cropping	B: MEDT P: O:		✓	✓	✓	To do Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.	●

(\$ DCED)	Advocate	(DP 5.12.2) Consideration of opportunities to identify problem waste streams and implement circular economy options	B: MEDT P: O:				✓		
	Partner	(DP 5.12.3) Investigate options for Indigenous employment for trial projects Darts	B: MEDT P: O:				✓		
Theme 6 – Goal 3 – Advocate for improved public transport.									
6.6 – Public Transport that connects towns									
Develop a Public Transport Strategy and advocate for implementation (\$ DCED)	Advocate	(DP 6.6.2) Advocate for improved public transport for our communities	B: MEDT P: O:				✓	✓	
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.3 – Apply data sources to improve corporate decision making.									
Enable interoperability between internal and Smart City systems (\$ DCS)	Deliver, Partner	(DP 7.3.2) Implement data capture mechanisms at attractions to collect data relating to use of locations and collection of on-the-spot feedback	B: MEDT P: O:				✓		
Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making. (\$ DCED)	Partner	(DP 7.3.5) Partnership in place and information is being used for effective decision making	B: MEDT P: O:					✓	
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.									
7.6 – Promote advanced technologies.									
Support local business to access or develop and introduce advanced technologies. (\$ DCED)	Deliver	(DP 7.6.1) Business case to develop a technology hub completed.	B: MEDT P: O:					✓	
	Advocate	(DP 7.6.2) Continue to align strategic plans to future scenario planning	B: MEDT P: O:		✓	✓	✓		Council's Economic Development Strategy and Employment Lands Strategies are underway and will be regularly reviewed and adjusted as appropriate.
	Advocate	(DP 7.6.3) Continue being an active member of advocacy groups to promote research and advancement	B: MEDT P: O:	✓	✓	✓	✓		Council will provide to support to advocacy groups where possible.
Support local business to access or develop and introduce advanced technologies. (\$ DCED)	Advocate	(DP 7.6.4) Promote the region as a node for New Fibre Optic Network.	B: MEDT P: O:	✓	✓	✓	✓		Council will provide support as required to advocate for improved connectivity for our communities and businesses.
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
7.7 – Community based energy generation (Micro-grids).									
Support community led energy generation enterprises. (\$ DCED)	Advocate	(DP 7.7.1) Support Micro-grid developments across the region.	B: MEDT P: O:		✓	✓	✓		As potential projects arise, Council will provide support as required.
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
7.9 – Electric Vehicle charging stations.									
Align public infrastructure with customer and	Deliver, Advocate, Partner	(DP 7.9.1) Explore options for external funding of EV charging stations to meet demand.	B: MEDT P: O:				✓		

community requirements. (S DCED)	Deliver	(DP 7.9.2) Prepare a changing station plan for installation locations for EV charging stations	B: MEDT P: O:			✓		
	Deliver	(DP 7.9.3) Develop and begin implementation of an Electric Vehicle Strategy	B: MEDT P: O:			✓		
Theme 7 – Goal 4 – Monitor and assess emerging global technology trends.								
7.12 – Be prepared to leverage emerging technologies for Economic & Community Development								
Use technology to create interactive / talking tours for our region. (S DCED)	Advocate, Partner	(DP 7.12.4) Investigate options and create a plan to develop interactive tours.	B: MEDT P: O:			✓	✓	

PART C: Financial Outcomes



PART D: Project Status

PART E: Business as Usual

GRANTS OFFICER FEBRUARY UPDATE

Council's Community Grants Program

Round 2 of Murray River Council's 2023-24 Community Grants Program opened on 1 Dec 2023, and closes 3 April 2024.

During this reporting period, applications have been submitted to seek funding for various initiatives including:

1. NAIDOC Week:

- An application for funding aimed at facilitating Arts and Culture activities at local Primary schools within the Murray River Council. These efforts are aimed at fostering cultural engagement and youth development within our community

2. Youth Holiday Break Program:

- We applied for funding to support Youth activities, specifically Spring - Skateboarding workshops and Winter - Inflatable Sporting activities. These efforts recognise the significance of engaging youth in constructive activities, fostering their physical development, skill development, and enhance their overall well-being.

3. Youth Week 2024: Our efforts extended to securing funding for youth-centric activities to be planned during youth week, with specific activities to be decided upon by the Youth committee.

1. Acquittal Management

- **2016 NCIF-SCF Funding Programs:** Continued efforts were dedicated to resolving outstanding acquittals from the 2016 NCIF-SCF Funding Programs. This is a requirement to rectify compliance with funding requirements and maintain transparency in our financial operations.
- **FFCSFLU:** Completed the acquittal process for the Koraleigh Tennis Club Lighting Upgrade project.
- **Australia Day Community Celebrations:** Work is still being undertaken to work through committee expenditure to successfully acquit funds allocated for the 2024 community festivities via the Australia Day Council.
- **Building Better Regions Fund (BBRF):** Planning for the Moama Pre-school Opening Event is in the process of coordination with the Department of Industry, Science and Resources to ensure compliance with funding requirements.

2. Disability Inclusion Action Plan

Grants Officer has progressed (DIAP) initiatives by:

- Expression of Interest (EOI) to form an External Community Access and Inclusion Advisory Committee was opened during February with a closing date of 15 March. This step emphasises our commitment to fostering inclusivity and accessibility within our community and more importantly across Council as an organisation.

Grant application outcomes announced or pending during February:

Festivals Australia - **Unsuccessful**
 Regional Housing Strategy - **Unsuccessful**
 Get NSW Active 2024-25 - **PENDING**
 Blackspot Program - **PENDING**
 Crown Reserves - **PENDING**
 Library Infrastructure Fund - **PENDING**

TOURISM OFFICER FEBRUARY UPDATE

In February preparations for Moama Lights ramped up and our efforts continued towards enhancing tourism initiatives in our region. Here's a recap of key actions undertaken:

- **Moama Lights:**
Continued progress was made on the Moama Lights project. Sponsorships were secured, and the media plan was finalised with TV and radio promotion to commence in April. Neons were arranged for the site to enhance the ambiance, while security CCTV and rubbish removal services were secured to ensure a safe and clean environment. Food trucks were also arranged, and the American Hotel Beer Garden requirements were booked with Northern Hire to meet the event's hospitality needs.
- **Campaspe Murray 2024 Business Awards:**
For the Campaspe Murray 2024 Business Awards, we broadened our sponsorship base by attracting new sponsors and revitalising connections with previous partners. Furthermore, we added new categories to the awards lineup to better recognise and celebrate the diverse achievements within our business community. Additionally, we updated the website and social media platforms to enhance our online presence and engagement.
- **Ticket launch of "Feast, Forrest, Farm":**
Continued to collaborate with Western Murray Land Improvement Group on the upcoming "Feast Forest Farm" event, aimed at highlighting our region's prime food-producing attributes. Tickets for the event were launched and promoted via our social media channels and the Visit River Country (VRC) website. Additionally, a Media Release was sent to appropriate media outlets to generate ticket sales and maximise event visibility.
- **Continued preparation for NAIDOC Week:**
Continued preparations for NAIDOC Week in collaboration with South West Arts, focusing on organising presentations and workshops in Barham, Moama with the theme "Keep Fire Burning - Blak, Proud, and Loud."
- **Promotion of Upcoming Events:**
Actively promoted various February/ March events in River Country, including Southern 80, Riverboats Festival, River Daze, Moulamein Fishing Comp, Wakool Sheep Races and Mathoura Easter Fair.
- **Photography arranged for Autumn Marketing Campaign:**
Photo shoot arranged for promoting visitation to River Country during the autumn season, highlighting various activities and attractions such as walks, campfires, and autumn events.
- **Supporting Mathoura Events Committee:**
Attended the Mathoura Events Committee meeting, assisting in the election of a new committee and offering support in organising and promoting the Mathoura Easter Fair.
- **Assistance to Echuca Moama Visitor Information Centre and local tourism businesses:**
Ensured that the Echuca Moama Visitor Information Centre and local tourism businesses were well-equipped with River Country collateral and merchandise during the busy Southern 80 and Riverboats weekends.
- **Attended Southern 80:**
Attended the Southern 80 event to represent MRC and engage with participants and attendees, further promoting tourism in our region.
- **Interview with EMFM Country Segment:**
Conducted an interview with EMFM's Country segment to promote country pubs within River Country, enhancing awareness and patronage of local establishments.
- **Meeting with Murray Regional Tourism (MRT) Regarding Autumn Marketing Campaign:**
Met with Murray Regional Tourism to discuss and coordinate efforts for the upcoming autumn marketing campaign, ensuring alignment and maximising impact.
- **Tourism Meeting with Campaspe Shire C4EM, Campaspe Port Enterprise, and Echuca Moama Tourism:**

Engaged in a productive meeting with key stakeholders to discuss tourism initiatives and collaboration opportunities, fostering synergy within the region.

- **Meeting with Karen Oliver for Murray First Nations Project:**
Held discussions with Karen Oliver to explore opportunities and strategies for the Murray First Nations Project (a Murray Regional Tourism project), aiming to enhance indigenous tourism experiences in the region.
- **Meeting with Kate Shilling Representing MRT/DRM:**
Met with Kate Shilling, representing Murray Regional Tourism and Destination River Murray, to focus on preparing tourism products and experiences in River Country for the upcoming ATE24 event, enhancing market readiness and visibility (for an international market).
- **Outreach to Actor Travis Fimmel's Team for potential tourism marketing campaign:**
Reached out to actor Travis Fimmel's team to explore potential collaboration on a tourism marketing campaign, incorporating his Travla brand to attract wider audience engagement.
- **Meeting with Dean Oberin re potentially hosting a Speed Shear event at the Moama Soundshell:**
Held discussions with Dean Oberin regarding the possibility of hosting a speed shear event at the Soundshell, aiming to diversify tourism offerings and attract new audiences.
- **Meeting with OLX Entertainment for Live Music Options:**
Met with OLX Entertainment to discuss live music options, exploring opportunities to enhance entertainment offerings and attract visitors.
- **Assistance to Club Barham re application to host a major bowls tournament:**
Helped Club Barham with their application to host a major bowls tournament, supporting the organisation of prestigious sporting events in the region and boosting tourism.

February Social Media Report

Visit River Country February Facebook Overview

Post Reach: 208,025 Post Engagement: 1701 New Page likes/ Followers: 8

Current page followers= 10,715

Audience is 63% women, 38% men, majority aged 35-55, most based in Melbourne and Sydney.

Top Posts:

1) Riverboats Music Festival 12th February)

Performed best on Facebook with: Reached 6333 people And 173 Reactions, Comments & Shares

2) Moulamein Fishing Comp (4th February)

Performed best on Facebook with: Reached 1610 people And 87 Reactions, Comments & Shares

3) Summer is in full swing (Local Pool's locations and trading hours)(6th February)

Performed best on Facebook with: Reached 1013 people And 23 Reactions, Comments & Shares

Instagram Reach = 10,008 Current following = 2,119 New following: 5 (net)

BUSINESS UNIT SUPPORT OFFICER FEBRUARY UPDATE

- EDMs – One sent in February
- Australia Day 2024 – hosting of Dr Cindy Pan Australia Day Ambassador who attended Mathoura Event
- Liaised with Aus Day committees to collect receipts for proof of expenditure, feedback and photos



TOURISM DEVELOPMENT OFFICER FEBRUARY UPDATE

Visit River Country Website Updates

- Continued update of the Visit River Country website to reflect seasonal activities (summer), update Council’s Australian Tourism Data Warehouse (ATDW) listings with new imagery and refresh content. Creation of new webpages for The Long Paddock including information on the Sculptures. Developed themes and marketing pillars for upcoming autumn content.
- Created Facebook ‘Events’ for both Moama Lights and International Women’s Day, linking back to Visit River Country’s social media channels, to help with cross promotion.
- Provided feedback and imagery to support Murray Regional Tourism promotion of River Country

Campaspe Murray Business Awards Website Updates

- Complete refresh and update the Campaspe Murray Business Awards Website to reflect the 2024 awards.

Approvals and Support for Upcoming Events

- Continued to work with internal stakeholders to improve Council’s event notification and booking process.
- Worked with a number of community groups and event organisers to support their event approvals including Southern 80, Mathoura Easter Fair, Wakool Show, CluBarham Return to Rock and Roll Festival, Rich River Rod Run and Moama RSL’s proposed ANZAC Day March.

Tourism Development Activities

- Partnership with Campaspe Shire on the creation of a joint Food and Wine brochure for Echuca Moama. Brochure is in draft stage.
- Meeting with Karen Oliver to discuss Murray Regional Tourism’s Murray First Nations Project.
- Working with a graphic designer to create new Tourism signage guidelines to ensure consistency across all of Councils tourism related signage. This includes regional and town maps, welcome signage, general interpretive signs, way finding, town entry and attraction signs.
- Scoped out locations of existing and new interpretive signage in Moulamein, Barham and Moama. Created draft wording and working with a graphic designer to create new and updated replacement signs.
- Scoped out locations and drafted signs for the Wakool Recreation Reserve, including promotion of the RV Camping facilities.
- Working with Geoscience Australia and a local Mathura Community member to create new promotional content on the Cadell Fault.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

We are currently reviewing Council’s Events Policy and procedures, looking to implement many improvements, including the information provided to event organisers, streamlining application forms and internal process for approval.

We are developing a new signage style guide, covering all types of tourism signage, to ensure efficiency and uniformity across Council.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

- Council’s Economic Development and Tourism Strategy was adopted by Council in February.
- Planning is underway for the 2024 Moama Lights and the 2024 Campaspe Murray Business Awards.
- The River Country Silo Art Trail project is underway with site visits and steering committee meetings.

PART A: Director Accountabilities and Key Performance Indicators

Director of Planning and Environment – Rod Croft	SBPO	Accountability	Key Performance Indicators 2023/2024	Evidence/Comments:	
<p>The Planning and Environment Department has approximately 65 full time equivalent staff spread across 3 Branches – Waste and Regulatory Services, Parks&& Open Spaces and Biosecurity and Development Services. The Director is responsible for an Operating Budget of \$10 M and a Capital Budget of \$3M (on average) The Director of Planning and Environment provides high-level strategic advice to the CEO and leadership and management of the Planning &Environment directorate to lead the Planning and Environmental Services Department of Council effectively and efficiently through and within legislative requirements and accounting practices. Ensure proactive development, deployment, and maintenance of Planning, and Environmental Services strategies, policies, and practices to meet Murray River Council (MRC) strategic direction and organisational goals. Provide leadership and direction to all planning and environment functions to deliver projects, operations, and statutory approvals within budget and on time.</p>	S	Waste and Compliance Services	Work with Campaspe Shire Council’s Director Sustainability to harvest synergies that may exist to expand services and therefore gain scale etc.	Early conversations with the Director Sustainability has occurred. Looking to set up regular meetings from next year.	●●●
	S	Parks, Gardens, Open Space and Bio-Security	Deliver “Plannings” operational outcomes as determined by the 355 Special Revenue Committee, once the concept plans are finalised.	Preliminary conversations internally have occurred with the Manager Comms and Engagement regarding the timelines and process for the land conversion (community to operational land).	●
	S	Commercial Building Codes	Assist the Director Community and Economic Development as required with information that will contribute to the Employment Lands Strategy.	Quotes have been sought by multiple company’s to complete this piece of work, input has and will continue to go into the project that relate to planning matters in particular commercial and industrial land and the relationship with the housing strategy. Consultant has been appointed with a number of workshops being held across the council area with targeted businesses to get ideas. Draft ELS is expected Feb 2024.	●
	S	Private Building Compliance	Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional planning issues and policies.	DPE workshop held late May to understand the population growth and the need for aggressive rezoning of land in the short to medium term. A ministerial letter has been prepared with a solution-focused approach to influence changes to how the NSW stage government address fundamental flaws in the Housing strategy guideline in relation to the definition of “Vacant land” amongst other aspects.	●
	S	Building Compliance	Jointly project manage the input into re-development of the Planning Portal	24/4/2023 - Lead and delivered the EOI process for the integration with the EPlanning Portal. Prepared EOI statement and documentation to run the process and lead the interview process for 5 x IT providers. Two IT providers were determined as being the strongest in the process, which RAMJO councils will be given the opportunity for ‘economy of scale’ type contracts with a provider with multiple councils. Process concluded 24/4/2023.	● Complete
	S	Statutory Planning	By Dec 23 Gain a mandate for a revised Developer Contribution Plan	Draft Developer Contribution Plan has been completed, awaiting budget confirmation to move to a % based model from Finance and the 2023/2024 budget to understand capital project forecasts.	●
	S	Local Strategic Planning	By Dec 23 Gain a mandate for a disincentive to land bank.	Legal advice sought in relation to legal pathways for establishing a sub-category for residential rates, including any potential IPART processes. Perr review of legal advice obtain by planning Barrister, further meetings scheduled in October to confirm a direction forward. Lot yield legal advice has been obtained regarding a sub-categorisation of land for “fringe residential/farmland”. Further consideration and the timing of an approval to NSW government officials will be confirmed sometime in 2024.	●
	S	Intergovernment Relations – Planning and Environment	By Dec 23 in conjunction with the Director of Community and Economic Development lead the investigation and subsequent re-zoning of suitable land for IN1 (Industrial Land)	Employment land strategy will determine the type and location of industrial and commercial land to be rezoned. The consultant has been appointed, with workshops scheduled for early September 2023, to commence the data gathering exercise and site investigations (issues and discussion type analysis with key stakeholders). Dec 23 will be tight timeframes. Employment lands Strategy will identify industrial and commercial land for investigation. A number of conversations with potential developers and land owners have occurred in the past few months, with a developer forum planned to bring potential investors together to activate existing and new commercial land in Murray Downs and Moama. This will occur early to mid 2024	●
	S	Section 138’s Driveways and Crossovers	By March 24 provide a detailed design for the Meninya Street Precinct	Procurement for successful supplier has occurred with Spire being the successful consultant to undertake the work. It is doubtful that the March 24 timeline will be archivable.	●
	S	Solar Energy			
	S	Building and Development			
	S	Internal Approvals Part 5			
	S	Planning Advisory Service			
	S	Meninya Street Project			
	B	Intergovernment Relations – Planning and Environment			

<p>By Sept 23 produce a prospectus for the Meninya Street Precinct and EOI for the redevelopment of the old council offices (in conjunction with the Employment Lands Strategy Process).</p>	<p>Lucid Economics has been engaged for the development of a Prospectus for the Meninya old council office redevelopment. It is unlikely that this component will be completed by September 2023 but work on the prospectus continues. However, the Meninya Street Precinct plan has been completed, with the detailed design component works commencing following the award of contractor Spiire Australia Pty Ltd. The project manager is working with the Economic Development division identify and apply for relevant funding streams to progress the project.</p> <p>Crown Lands NSW have provided a significant challenge in relation to part of the on council offices being Crown land , with limited pathways to include in the prpspectus. Conversations at a high level in NSW will be required to allow this to process as it is not a good outcome for the project if only ½ of the planned site can be activated.</p>	<p>●</p>
<p>By Sept 24 assist the Director of Corporate Services and the CEO in developing the funding model for the Meninya Street Precinct.</p>		

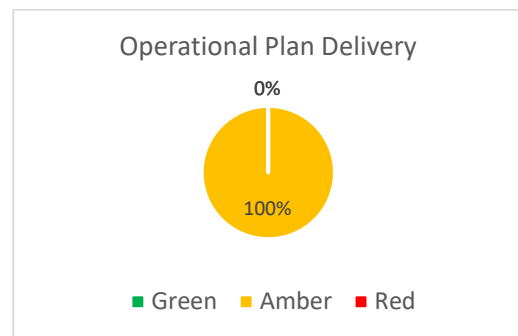
PART A: Section Accountabilities and Team Roles

Manager of Development Services – Jessica McFarlane	Manager Parks, Gardens, Open Spaces & Biosecurity – Luke Keogh	Manager Waste and Regulatory Services – Brian Holmes	Meninya Street Project Manager – Matt Sherman	Acting Senior Administration Officer/Executive Officer –																																																																																																										
<p>The Manager Development Services is responsible for the management and delivery of all planning and certification services within Council. The role requires detailed knowledge of all relevant legislative requirements in New South Wales, a strong customer service focus and the ability to negotiate and resolve conflicts to achieve required outcomes.</p> <p>The Manager works closely with colleagues with internal and external stakeholders on a variety of issues in order to ensure effective communication, streamline and fast track processes and to produce effective planning and building outcomes for the community.</p>	<p>The Manager Parks, Gardens, Open Spaces & Biosecurity manages and coordinates parks, gardens and biosecurity within the Murray River Council and the public spaces and amenities including but not limited to playgrounds, trees swimming pools, sport and recreation facilities and grounds and public amenities in the Murray River Council area.</p>	<p>The Manager Waste and Environmental Protection ensures quality programs and initiatives are provided to Council in the delivery of waste and environmental services, and compliance. Ensure the ratepayers are provided with appropriate, effective and efficient services, which encourage the community in the areas of recycling and waste minimisation.</p>	<p>This is a contracted position to manage the Meninya Street Precinct Project.</p>	<p>The Acting Senior Administration Officer/Executive Officer is to provide administrative support to the Development Services team, Manager Development Service and Director Planning & Environment. Additional to this the role services customers/applicants in relation to planning and building related development approvals and certificates.</p>																																																																																																										
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Building Compliance Management</td></tr> <tr><td>B</td><td>Building Services</td></tr> <tr><td>B</td><td>LG Act Approvals (eg Caravan Park)</td></tr> <tr><td>O</td><td>Building Codes</td></tr> <tr><td>O</td><td>Caravan Park Regulation Compliance</td></tr> <tr><td>O</td><td>Post Certificate Services</td></tr> <tr><td>O</td><td>Building Advisory Service</td></tr> <tr><td>O</td><td>Building & Information Certificate Services</td></tr> <tr><td>O</td><td>Building Development Applications</td></tr> <tr><td>O</td><td>Compliance Certificates</td></tr> <tr><td>B</td><td>Subdivision Planning</td></tr> <tr><td>B</td><td>Local Environment Plan Preparation</td></tr> <tr><td>B</td><td>Statutory Planning Management</td></tr> <tr><td>B</td><td>Strategic Land Planning Statement</td></tr> <tr><td>B</td><td>Section 45 Notices</td></tr> <tr><td>B</td><td>Planning Advisory Services</td></tr> <tr><td>B</td><td>Private Trees Management</td></tr> </tbody> </table>	SBPO	Accountability	B	Building Compliance Management	B	Building Services	B	LG Act Approvals (eg Caravan Park)	O	Building Codes	O	Caravan Park Regulation Compliance	O	Post Certificate Services	O	Building Advisory Service	O	Building & Information Certificate Services	O	Building Development Applications	O	Compliance Certificates	B	Subdivision Planning	B	Local Environment Plan Preparation	B	Statutory Planning Management	B	Strategic Land Planning Statement	B	Section 45 Notices	B	Planning Advisory Services	B	Private Trees Management	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Boat Ramps</td></tr> <tr><td>B</td><td>Bushcare Volunteer Management (non 355's)</td></tr> <tr><td>B</td><td>Sport & Recreation Facility</td></tr> <tr><td>B</td><td>Rural Weed Program</td></tr> <tr><td>B</td><td>Open Spaces</td></tr> <tr><td>B</td><td>Horticulture Services</td></tr> <tr><td>B</td><td>Natural Bushland</td></tr> <tr><td>B</td><td>Weed Action Plan</td></tr> <tr><td>B</td><td>Public Tree Management</td></tr> <tr><td>B</td><td>Retaining Walls</td></tr> <tr><td>B</td><td>Vertabrate Pests</td></tr> <tr><td>B</td><td>Aquatic Services</td></tr> <tr><td>B</td><td>Riverside Infrastructure</td></tr> <tr><td>B</td><td>Playgrounds</td></tr> <tr><td>B</td><td>Landscape Approvals</td></tr> <tr><td>B</td><td>Town Maintenance (Public Furniture P&G's)</td></tr> <tr><td>B</td><td>Fruit Fly Control</td></tr> </tbody> </table>	SBPO	Accountability	B	Boat Ramps	B	Bushcare Volunteer Management (non 355's)	B	Sport & Recreation Facility	B	Rural Weed Program	B	Open Spaces	B	Horticulture Services	B	Natural Bushland	B	Weed Action Plan	B	Public Tree Management	B	Retaining Walls	B	Vertabrate Pests	B	Aquatic Services	B	Riverside Infrastructure	B	Playgrounds	B	Landscape Approvals	B	Town Maintenance (Public Furniture P&G's)	B	Fruit Fly Control	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Waste to Energy</td></tr> <tr><td>B</td><td>Development Services Investigation</td></tr> <tr><td>B</td><td>Parking Management</td></tr> <tr><td>B</td><td>Commercial Waste Management</td></tr> <tr><td>B</td><td>Domestic Waste Management</td></tr> <tr><td>B</td><td>Waste Transfer Station Management</td></tr> <tr><td>B</td><td>Construction Materials Recycling and Management</td></tr> <tr><td>B</td><td>Landfill Sites</td></tr> <tr><td>B</td><td>Public Roadside Bin Management</td></tr> <tr><td>B</td><td>Public Health Management</td></tr> <tr><td>B</td><td>Management of unauthorised Activ</td></tr> <tr><td>B</td><td>Management of unauthorised Activ & Camping</td></tr> </tbody> </table>	SBPO	Accountability	B	Waste to Energy	B	Development Services Investigation	B	Parking Management	B	Commercial Waste Management	B	Domestic Waste Management	B	Waste Transfer Station Management	B	Construction Materials Recycling and Management	B	Landfill Sites	B	Public Roadside Bin Management	B	Public Health Management	B	Management of unauthorised Activ	B	Management of unauthorised Activ & Camping	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Meninya Street Project</td></tr> <tr><td>P</td><td>Meninya Street Project</td></tr> <tr><td>O</td><td>Meninya Street Project</td></tr> </tbody> </table>	SBPO	Accountability	B	Meninya Street Project	P	Meninya Street Project	O	Meninya Street Project	<p>Accountabilities</p> <p>Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability.</p>
SBPO	Accountability																																																																																																													
B	Building Compliance Management																																																																																																													
B	Building Services																																																																																																													
B	LG Act Approvals (eg Caravan Park)																																																																																																													
O	Building Codes																																																																																																													
O	Caravan Park Regulation Compliance																																																																																																													
O	Post Certificate Services																																																																																																													
O	Building Advisory Service																																																																																																													
O	Building & Information Certificate Services																																																																																																													
O	Building Development Applications																																																																																																													
O	Compliance Certificates																																																																																																													
B	Subdivision Planning																																																																																																													
B	Local Environment Plan Preparation																																																																																																													
B	Statutory Planning Management																																																																																																													
B	Strategic Land Planning Statement																																																																																																													
B	Section 45 Notices																																																																																																													
B	Planning Advisory Services																																																																																																													
B	Private Trees Management																																																																																																													
SBPO	Accountability																																																																																																													
B	Boat Ramps																																																																																																													
B	Bushcare Volunteer Management (non 355's)																																																																																																													
B	Sport & Recreation Facility																																																																																																													
B	Rural Weed Program																																																																																																													
B	Open Spaces																																																																																																													
B	Horticulture Services																																																																																																													
B	Natural Bushland																																																																																																													
B	Weed Action Plan																																																																																																													
B	Public Tree Management																																																																																																													
B	Retaining Walls																																																																																																													
B	Vertabrate Pests																																																																																																													
B	Aquatic Services																																																																																																													
B	Riverside Infrastructure																																																																																																													
B	Playgrounds																																																																																																													
B	Landscape Approvals																																																																																																													
B	Town Maintenance (Public Furniture P&G's)																																																																																																													
B	Fruit Fly Control																																																																																																													
SBPO	Accountability																																																																																																													
B	Waste to Energy																																																																																																													
B	Development Services Investigation																																																																																																													
B	Parking Management																																																																																																													
B	Commercial Waste Management																																																																																																													
B	Domestic Waste Management																																																																																																													
B	Waste Transfer Station Management																																																																																																													
B	Construction Materials Recycling and Management																																																																																																													
B	Landfill Sites																																																																																																													
B	Public Roadside Bin Management																																																																																																													
B	Public Health Management																																																																																																													
B	Management of unauthorised Activ																																																																																																													
B	Management of unauthorised Activ & Camping																																																																																																													
SBPO	Accountability																																																																																																													
B	Meninya Street Project																																																																																																													
P	Meninya Street Project																																																																																																													
O	Meninya Street Project																																																																																																													

murray river council Monthly Operational Report – February 2024 Planning and Environment Directorate

B	Heritage Services	B	Parks, Open Spaces & Biosecurity Small Plant and Equipment	B	Pollution Regulation		
B	Planning Services	B	Public Trees	B	Management of UPSS		
P	Statutory Planning Projects	P	Open Spaces Facilities (public amenities, structures, BBQ's)	B	Management of Illegal Dumping		
P	Development of Local Environment Plan	P	Public Trees	B	Animal Regulatory Service Manage		
P	Planning Projects	P	Open Spaces and Biosecurity Small Plant				
P	LG ACT Approvals, ATO	P	Sport & Recreation Facilities	P	Illegal Dumping (Waste and Other)		
O	Planning Advisory Services	P	Natural bushland footpaths and cycleways	P	Illegal Dumping Systems and Proces		
O	Implement Local Environment Plan	P	Landscape Approvals				
O	Implementation of Flood Study Data Interpretation	P	Town Maintenance (Public Furniture P&G)				
O	Planning Development Assessment Services	P	Sports and Recreation Facilities				
O	Heritage Information Service	P	Aquatic Services				
O	Private Tree Regulation Service	P	Arbicultural Services Urban and rural				
O	Planning DA Processing	O	Approval for Hire/Lease of Open Space Venues				
O	Private Planning Compliance Approvals	O	Stakeholder Engagement Sports & Recreation Facilities				
O	Statutory Planning Certificate Services	O	Landscape Approvals				

PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4 year Delivery Plan, the *Section* relates to The Planning and Environment Directorate directly oversees the delivery of these outcomes.

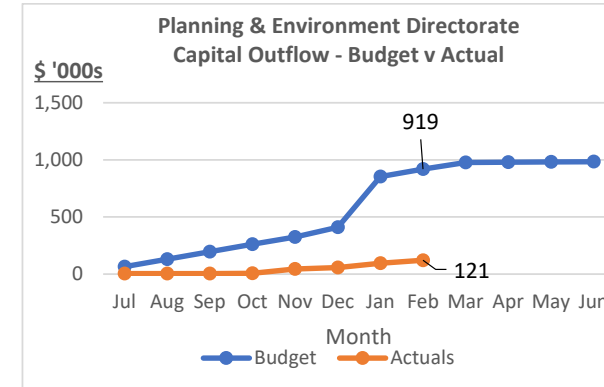
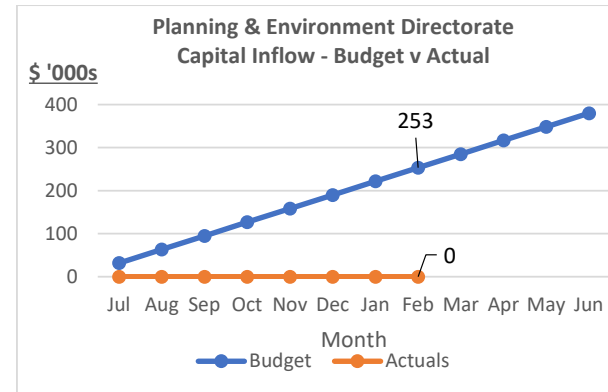
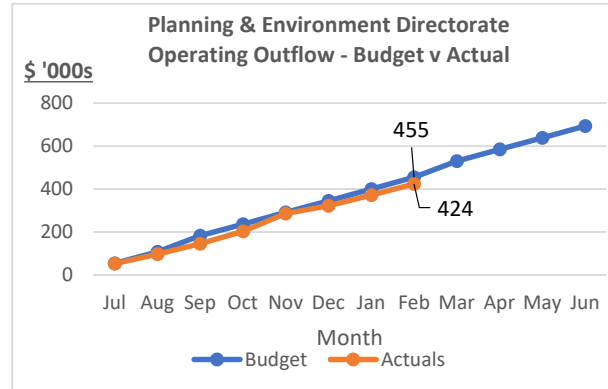
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div style="display: flex; justify-content: space-around; width: 20px;"> ● ● ● </div>
				1	2	3	4		
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment									
1.6 - Stewardship agreements									
Work with relevant agencies to identify any projects that Council can support and contribute to relating to biodiversity, carbon or other offset agreements. (S DPE)	Advocate	(DP 1.6.1) MRC / DPIE Sustainable Councils and Communities Program findings to be reviewed and implemented.	B: DPE P: W&BC O:W&BC		✓	✓	✓		
Theme 1 – Goal 3 - Plan for the impacts of climate change									
1.7 – Environmental Sustainability Strategy									
Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change. (S DPE)	Deliver	(DP 1.7.1) Develop an Environmental Sustainability Strategy taking into account energy efficiency & the impacts of climate change	B: DPE P: O:			✓	✓		

Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example									
2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy. (S DPE)	Deliver, Partner, Advocate	(DP 2.5.1) Revitalisation of Meninya Street Moama	B: DPE P: O:	✓	✓	✓	✓	Project in Progress: Updated March 2024 The Meninya Street Precinct Project has undergone extensive consultation throughout the life of the project. The development of the Master Plan included workshop sessions with invited businesses and community members to provide input and ideas into formulation of the Master Plan in 2018 focusing both the Central Meninya Street Precinct and Southern Precinct. In 2021, a Project Manager was appointed who continued the journey of the Master Plan through the development of Concept Designs and establishment of a community and business led Advisory Committee. Concept Plans were subject to extensive consultation with the community to gain feedback and direction which included hundreds of comments, emails, phone calls and direct submissions of feedback. Following the approval of Concept Designs by Council, a Video Animation was developed to help the community and businesses visualise and interact with the streetscape and to gain further feedback on the vision of Moama’s CBD. Nearly 5000 views were received with overwhelming support from community and businesses, albeit with feedback highlight car parking requires further review to ensure the needs of businesses are met. In 2023, Council committed to the progression of the project through the award of the tender for the development of detailed civil designs for the streetscape to Spiire Pty Ltd. Spiire is tasked with completing required surveying, service location, geotechnical investigation and detailed designs to achieve shovel ready status to support funding applications and later construction. In December 2023, Spiire commenced feature surveying of the streetscape and concluded that stage of works in March 2023. Traffic Studies and geotechnical testing has also been completed by Spiire to assist the design process with evidence collected being used to support intersection, parking, pedestrian crossing and pavement design. Next steps will include the process of locating services within the Road Reserve through ground penetrating radar and physical location (hydro-excavation and hand-excavation). Once services are all located, this will allow functional design and detailed design to occur with the overlay of services and cross sections to highlight existing and future service upgrades.	●
Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.									
3.10 – Streetscaping / Master planning / Placemaking									
Investigate and prioritise townships for placemaking, masterplans and streetscaping, to be well-planned, design and implemented. (S DPE)	Deliver	(DP 3.10.1) Review of priority Streetscapes and Masterplans within MRC, to be undertaken with community consultation considering township identity and sense of place.	B: DPE P: O:		✓	✓			
	Deliver	(DP 3.10.2) Meninya Street Moama is the initial priority for MRC	B: DPE P: O:	✓	✓	✓	✓		
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.15 – Water Play									
Investigate commercial and public sector opportunities for splash and water parks throughout the region. (S DPE)	Partner, Advocate	(DP 3.15.1) 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.	B: DSP P: O:	✓	✓	✓	✓	A private developer is in the early stages of designing a splash park, that will reside in the commercial/retail hub of a residential estate in Moama. Other opportunities will be advocated for in other townships outside of Moama.	●
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
7.8 – Waste to Energy.									
Maintain currency with EPA’s Energy from Waste Policy. (S DPE)	Deliver	(DP 7.8.1) Energy from waste is embedded in the Environmental Sustainability Strategy.	B: DPE P: O:				✓		
	Partner	(DP 7.8.2) 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.	B: DPE P: O:			✓			

PART C: Financial Outcomes

murray river council Monthly Operational Report – February 2024

Planning and Environment Directorate



PART D: Project Status

Project	Update Summary
Meninya Street Streetscape Upgrade	<p>Overview:</p> <ul style="list-style-type: none"> - Master Plan was developed in 2018 based on feedback from the community and businesses to identify needs and wants from the streetscape - 2022, Project Manager and Advisory Committee commenced scoping discussions for a detailed Concept Plan - June 2022, Concept Plan endorsed by Advisory Committee and Council. Public consultation continued with a key focus on car parking to ensure supply meets demand. - September, 2022 – Consultation Report presented to Council outlining all feedback received and areas of investigation for future improvement. - October 2022, Procurement and award of contract for video animation ‘fly through’ of Meninya Street. - April, 2023, Video Animation endorsed by Advisory Committee and Council following the completion of public consultation. - May 2023, Procurement commenced for Meninya Street Detailed Design, advertised by Public Tender. - September, 2023, Contract Awarded to Spiire Australia Pty Ltd for the detailed design of Meninya Street. - December 2023 – March 2024 – Feature Surveying Completed - March 2024 – Geotechnical Testing of Streetscape, Laneways and Footpath areas completed (minor service location undertaken to assist with bore-hole placement) <p>Meninya Street – Detailed Design:</p> <p>In 2023, Council committed to the progression of the project through the award of the tender for the development of detailed civil designs for the streetscape to Spiire Pty Ltd. Spiire is tasked with completing required surveying, service location, geotechnical investigation and detailed designs to achieve shovel ready status to support funding applications and later construction. In December 2023, Spiire commenced feature surveying of the streetscape and concluded that stage of works in March 2023. Traffic Studies and geotechnical testing has also been completed by Spiire to assist the design process with evidence collected being used to support intersection, parking, pedestrian crossing and pavement design.</p> <p>Next steps will include the process of locating services within the Road Reserve through ground penetrating radar and physical location (hydro-excavation and hand-excavation). Once services are all located, this will allow functional design and detailed design to occur with the overlay of services and cross sections to highlight existing and future service upgrades.</p>
Soundshell Precinct Upgrade	Please refer to update in Parks and Bio-Security MOR
Horseshoe Lagoon Upgrade:	Please refer to update in Parks and Bio-Security MOR

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
15/2/2023	Development Services resourcing	<p>Attracting and retaining planning and building staff to Moama remains a challenge. These issues aren't isolated to MRC, there appear to be national shortages across Australia.</p> <p>Investment NSW is conducting a review in relation to the number of planners that are in NSW to service the needs of the State and Local Governments.</p> <p>MRC have advertised a "try before you buy" type deal where Council will pay accommodation, flights etc from anywhere in Australia to work for MRC as a planner or building surveyor for a month at no cost to the applicant. There has only been one interested candidate at this stage, and therefore we will extend the advertisement to herald sun and the Age newspapers nationally to see if we can't attract candidates.</p>	<ul style="list-style-type: none"> - Continue to advocate for "stocktake process" to be completed Nationally via local government forums and consider international recruitment of planning staff - Advocacy at high levels through NSW Government to understand the impact on MRC growth etc. - A proposed Development Services realignment has been proposed internally to organise the team in a higher functioning and less administrative way. This has created no increase in Full time Equivalent staff but will change positions to allow a better field of applicants via the recruitment process. - A new development services structure has been designed and confirmed where roles have been changed to entice different skills sets to fill roles where the pinch points are in workloads across the development services directorate. Therefore, Council can align skills and experience with the technical work and admin staff with more admin tasks. First stages of advertisement will be advertised in Early April. - Para planner roles and local government approval role has been filled. Senior technical roles and planning staff are being advertised currently until filled. - A council report will be seeking Council support for a longer term consulting arrangement to lower the cost of senior planning staff contracts, which securing longer term resources with in the department. 	● ● ●

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Meninya Street Precinct Project - Horseshoe Lagoon Project Costs	300224	<p>RESOLUTION 300224</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Frank Crawley</p> <p>1. That Council note the information provided by the Officer related to the Horseshoe Lagoon Capital Works Enhancement Project funded under the Stronger Country Community Fund.</p> <p>Cr Weyrich moved OPTION A & Cr Crawley seconded OPTION A for purposes of debate.</p> <p>2. That Council, notes and resolves to adopt one (1) of the following two options:</p> <p>Option A) Council provide an additional \$180,000 of budget from unspent internal project funds from the Meninya Street South Car Park to cover the total construction scope of works for Horseshoe Lagoon Capital Enhancement Works.</p> <p>Option B) Council provide an additional \$100,000 of budget from unspent internal project funds from the Meninya Street South Car Park to cover total construction costs excluding car parking and stormwater management works.</p> <p>OPTION A was resolved by Council</p> <p style="text-align: right;">CARRIED</p>	Sherman, Matthew

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Meninya Street Precinct Project - February 2024 Update	140224	RESOLUTION 140224	Sherman, Matthew

<p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Kron Nicholas</p> <p>That Council notes the "Project Status Report" prepared by the Officer.</p> <p style="text-align: right;">CARRIED</p>

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	DA 10.2023.356.1 HOME INDUSTRY (FOOD MANUFACTURING)	170224	<p>RESOLUTION 170224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Dennis Gleeson</p> <p>AMENDED MOTION</p> <p>3. On the event that Council resolves to refuse development application number 10.2023.356.1 (DA), in keeping with the recommendation of the report, then Council also resolve:</p> <ul style="list-style-type: none"> a. to afford the applicant of the DA a period of 12 months to cease operations at the identified located, and such ceasing to occur irrespective of whether or not an additional development application has been submitted and is pending a decision, and b. to authorise the Chief Executive Officer (CEO) to take any and all actions available to Council, to enforce the cessation of business at the premises as envisaged through the refused DA, and c. that a condition of the concession afforded through resolution 3a above be that, should there be any complaints about the activities being undertaken at the subject premises of the DA, that the applicant cooperate with Council officers investigating such complaints, including affording access to such offices to the said premises, and d. that in the event that the applicant refuses to cooperate with any such investigations, then that the concession granted to the applicant through resolution 3a above cease forthwith, such determination to be made by the CEO, and the CEO be authorised to undertake the actions as envisaged in resolution 3b above. <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 6/0</p> <p style="text-align: right;">CARRIED</p>	McFarlane, Jessica

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	RESPONSE TO NOTICE OF MOTION ITEM - MASTERPLAN MURRAY DOWNS, MATHOURA AND MOULAMEIN	150224	<p>RESOLUTION 150224</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Officer's report on RESPONSE TO NOTICE OF MOTION ITEM - MASTERPLAN MURRAY DOWNS, MATHOURA AND MOULAMEIN as at February 2024 be received by the Council.</p> <p style="text-align: right;">CARRIED</p>	McFarlane, Jessica

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/02/2024	Murray Local Environmental Plan 2011- Planning Proposal PP-2023-2003 - Beer Road & Perricoota Road Moama to change zoning from RU1 Primary Production to R1 General Residential Zone for Lots 2 & 3 DP1213161 and Lot 15 DP1273625 and vary the minimum Lot from 120 Hectares to 500m2 minimum Lot size	130224	<p>RESOLUTION 130224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Kron Nicholas</p> <p>That:</p> <ol style="list-style-type: none"> Council endorse the Planning Proposal prepared by Habitat Planning Pty to amend the Murray Local Environmental Plan 2011 (LEP) to vary the zoning of the site on Lots 2 and 3 in DP1213161 and 15 in DP1273625 from RU1 Primary Production Zone to R1 General Residential Zone and to vary the minimum lot sizes for subject allotments from 120 hectares to a minimum lot size of 500m². The Planning proposal be sent to NSW Department of Planning and Environment (DPE) for 'Gateway Determination' in accordance with Section 3.34 of the <i>Environmental Planning and Assessment Act 1979</i>. Council staff complete all actions outlined in the Gateway Determination and send the planning proposal to the NSW Parliamentary Counsels Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan 2011 (LEP) Council notes if valid objections are received via the public exhibition process, a further report will come back to council for consideration. <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p>	Richmond, Kellie
CARRIED 6/0				
CARRIED				

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 22/08/2023	Mathoura Common required maintenance or recommended change of use.	170823	<p>RESOLUTION 170823</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That</p> <ol style="list-style-type: none"> Council writes to the owner of stock currently under agistment on the Mathoura Common to inform them that all stock must be removed from site as soon as possible due to associated risks, unless temporary repairs can be undertaken at a cost no greater than \$1000. Council receive a further report on the legalities, logistics and social considerations of agisting stock on Mathoura Common. <p style="text-align: right;">CARRIED</p> <p style="text-align: center;">THE AMENDED MOTION NOW BECOMES RESOLUTION OF COUNCIL</p>	Birrer, Mark

Meeting	Subject	Resolution Number	Resolution	Officer
---------	---------	-------------------	------------	---------

Council 24/10/2023	Final Murray River Council Local Housing Strategy	171023	<p>RESOLUTION 171023</p> <p>Moved: Cr Chris Bilkey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That;</p> <ol style="list-style-type: none"> Council notes that information outlined in the council report in relation to the Final Murray River Council Local Housing Strategy. Council adopts the Final version of the Murray River Council Local Housing Strategy (both part 1 and 2) and forwards the document to the Department of Planning and Environment for endorsement. Council authorises the Chief Executive Officer or his delegate to make edits to the final document where required to publish the document. Noting that any major changes to the document will come back to Council for re-endorsement. <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Chris Bilkey, Nikki Cohen, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Cr Ann Crowe</p>	Croft, Rod
			<p>CARRIED 8/1</p> <p>CARRIED</p>	

Meeting	Subject	Resolution Number	Resolution	Officer
Council 15/11/2023	Mandate for Planning matters	041123	<p>RESOLUTION 041123</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council approve the CEO and his delegate to investigate the following planning matters.</p> <ol style="list-style-type: none"> Investigate and prepare a New Developer Contribution Plan for Murray River Council established under 7.12 of the <i>Environmental Planning and Assessment Act 1979</i> for Council adoption. and. Investigate and provide Council with options to activate and address land banking issues that are occurring within Murray River Council area. 	Croft, Rod
			<p>CARRIED</p> <p><u>In Favour:</u> Crs Frank Crawley, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p>	
			<p>CARRIED 7/0</p>	

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/09/2023	Bridge Art Project - Car Parking Options	220923	<p>RESOLUTION 220923</p> <p>Moved: Cr Ann Crowe</p> <p>Seconded: Cr Chris Bilkey</p> <p>That Option 1 below be the supported option.</p> <p>Option 1 – That Council supports the current car park design due to the site constraints and projected patron use of the facility, which would allow car parking requirements to be met offsite utilising existing car park spaces for larger</p>	Croft, Rod

	<p>evening events (estimated at 45 car park spaces), additional to the 12 dedicated car park spaces onsite (including 1 accessible car park) for regular daily operation.</p> <p><u>In Favour:</u> Crs Chris Bilkey, Frank Crawley, Nikki Cohen, Ann Crowe, Dennis Gleeson, Neil Gorey, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 9/0</p>
--	--

Meeting	Subject	Resolution Number	Resolution	Officer
Council 22/08/2023	Mayoral Minute - Victorian Government Gas Ban	030823	<p>RESOLUTION 030823</p> <p>Moved: Cr Frank Crawley</p> <p>That:</p> <ol style="list-style-type: none"> Council notes the information outlined in this report in relation to the Victorian Government moving to ban gas connections in homes and government building as of 1 January 2024. Council authorises the CEO and/or his delegate to seek clarity and reassurance for the relevant Victorian Minister on the continued gas supply to Murray River Council townships from Victoria. <p style="text-align: right;">CARRIED</p>	Croft, Rod

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/02/2023	Planning Proposal - PP-2021-5594 - Post Consultation Report - Planning Proposal for amendment of Murray Local Environmental Plan 2011 to reduce the minimum lot size from 3000m2 to 1000m2 at Lot 17 DP258661, 17 Maiden Smith Drive, Moama	120223	<p>MOTION</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> Consider this report and submissions for information, and proceed with the Planning Proposal as submitted to reduce the minimum lot size provisions of Lot 17 DP 258661 from 3000 square metres to 1000 square metres in accordance with the current Planning Proposal, and Due to the comments received from NSW Department of Planning and Environment (DPE), develop a Precinct Plan for the Maiden Smith Drive area and include it into Council's Development Control Plan prior to the determination of any subsequent Development Applications affecting the subject land. <p>SEE AMENDED RESOLUTION WITH ADDITIONAL ITEM</p> <p>RESOLUTION 120223</p> <p>Moved: Cr Frank Crawley</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> Consider this report and submissions for information, and proceed with the Planning Proposal as submitted to reduce the minimum lot size provisions of Lot 17 DP 258661 from 3000 square metres to 1000 square metres in accordance with the current Planning Proposal, and Due to the comments received from NSW Department of Planning and Environment (DPE), develop a Precinct Plan for the Maiden Smith Drive area and include it into Council's Development Control Plan prior to the determination of any subsequent Development Applications affecting the subject land. 	McFarlane, Jessica

Amendment - Additional item for resolution:
 4. Any subsequent DA relating to the sub division as a whole be brought to Council for a decision by Council.

CARRIED

In Favour: Crs Chris Bilkey, Ann Crowe, Neil Gorey, Frank Crawley, Kron Nicholas, Geoff Wise and Dennis Gleeson
Against: Crs Nikki Cohen and Thomas Weyrich

CARRIED 7/2

Meeting	Subject	Resolution Number	Resolution	Officer
Council 24/10/2023	BUDGET VARIATION REQUEST - DEVELOPMENT SERVICES	161023	<p>RESOLUTION 161023</p> <p>Moved: Cr Neil Gorey Seconded: Cr Ann Crowe That Council:</p> <ol style="list-style-type: none"> 1. Considers the information outlined in the officer's report. 2. Approves the Budget variation request of \$30,000 (deficit) additional to the reallocation of \$180,000 of employee to contractor costs in Councils financial system, which will fund external contractors to cover the shortfall of resourcing in the Planning Services section for the remainder of the current financial year (2023/2024). 3. Council authorises the Chief Executive Officer or his delegate to investigate the option of appointing planning consultant(s) for a period of up to 5-years to complete the higher-level planning work (Senior Town Planner level), should no recruitment of senior planning staff eventuate after the current advertising campaign. A further report will be provided to Council. <p style="text-align: right;">CARRIED</p>	McFarlane, Jessica

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

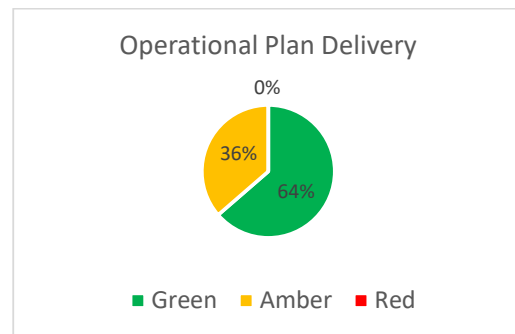
PART A: Section Accountabilities and Team Roles

Manager Development Services – essica McFarlane	Senior Building Surveyor	Building Surveyor (Including Cadet BS)	Senior Town Planners	Administration Officers	Subdivision Engineer																																																																																																		
<p>The Manager Development Services is responsible for the management and delivery of all planning and certification services within Council. The role requires detailed knowledge of all relevant legislative requirements in New South Wales, a strong customer service focus and the ability to negotiate and resolve conflicts to achieve required outcomes.</p> <p>The Manager works closely with colleagues with internal and external stakeholders on a variety of issues in order to ensure effective communication, streamline and fast track processes and to produce effective planning and building outcomes for the community.</p>	<p>The objective of this role is to provide a very high level of advice, support and leadership to the building services team and to support the customers of Murray River Council in accordance with set policies and procedures and legislative requirements.</p> <p>To carry out all duties and functions prescribed under the various Planning and Environmental Acts, Regulations, Codes and Council Policies and Procedures in an efficient, expedient, and professional manner without favour to ensure the protection of the built and natural environment.</p>	<p>The objective of this role is to provide developers, ratepayers, staff, and Council with specific advice on all building related matters. To carry out all duties and functions prescribed under the various Planning and Public Health and Environmental Acts, Regulations, Codes and Council Policies and Procedures in an efficient, expedient, and professional manner without favour to ensure the protection of the built and natural environment.</p>	<p>The objective of this role is to ensure that all planning and development activity, and Town Planners, in the Council is controlled under Council Policy and in accordance with applicable legislation.</p> <p>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.</p> <p>Professional Planners dealing with both strategic and statutory planning matters.</p>	<p>The objective of this role is to provide administrative support to the planning service team, with specific planning administration duties under the direction of the supervisor. The incumbent will be expected to make a valuable contribution to the level and quality of support provided to the Development Services Department.</p>	<p>The objective of this role is to negotiate and carry out all functions associated with Subdivisions (pre-construction) managed by Murray River Council in accordance with legislation, policy and procedure.</p> <p><i>Multiple stages of subdivision plans for development in the next six months have been completed and released.</i></p>																																																																																																		
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Subdivision Planning</td></tr> <tr><td>B</td><td>Local Environment Plan Preparation</td></tr> <tr><td>B</td><td>Statutory Planning Management</td></tr> <tr><td>B</td><td>Strategic Land Planning Statement</td></tr> <tr><td>B</td><td>Section 45 Notices</td></tr> <tr><td>B</td><td>Planning Advisory Services</td></tr> <tr><td>B</td><td>Private Trees Management</td></tr> <tr><td>B</td><td>Heritage Services</td></tr> <tr><td>B</td><td>Planning Services</td></tr> <tr><td>P</td><td>Statutory Planning Projects</td></tr> <tr><td>P</td><td>Development of Local Environment Plan</td></tr> <tr><td>P</td><td>Planning Projects</td></tr> <tr><td>O</td><td>Planning Advisory Services</td></tr> <tr><td>O</td><td>Implement Local Environment Plan</td></tr> <tr><td>O</td><td>Implementation of Flood Study Data Interpretation</td></tr> <tr><td>O</td><td>Planning Development Assessment Services</td></tr> <tr><td>O</td><td>Heritage Information Service</td></tr> <tr><td>O</td><td>Private Tree Regulation Service</td></tr> <tr><td>O</td><td>Planning DA Processing</td></tr> <tr><td>O</td><td>Private Planning Compliance Approvals</td></tr> <tr><td>O</td><td>Planning Proposals</td></tr> </tbody> </table>	SBPO	Accountability	B	Subdivision Planning	B	Local Environment Plan Preparation	B	Statutory Planning Management	B	Strategic Land Planning Statement	B	Section 45 Notices	B	Planning Advisory Services	B	Private Trees Management	B	Heritage Services	B	Planning Services	P	Statutory Planning Projects	P	Development of Local Environment Plan	P	Planning Projects	O	Planning Advisory Services	O	Implement Local Environment Plan	O	Implementation of Flood Study Data Interpretation	O	Planning Development Assessment Services	O	Heritage Information Service	O	Private Tree Regulation Service	O	Planning DA Processing	O	Private Planning Compliance Approvals	O	Planning Proposals	<p>Accountabilities</p> <table border="1"> <tbody> <tr><td>B</td><td>Building Compliance Management</td></tr> <tr><td>B</td><td>Building Services</td></tr> <tr><td>B</td><td>LG Act Approvals (eg Caravan Park)</td></tr> <tr><td>O</td><td>Building Codes</td></tr> <tr><td>O</td><td>Caravan Park Regulation Compliance</td></tr> <tr><td>O</td><td>Post Certificate Services</td></tr> <tr><td>O</td><td>Building Advisory Service</td></tr> <tr><td>O</td><td>Building & Information Certificate Services</td></tr> <tr><td>O</td><td>Building Development Applications</td></tr> <tr><td>O</td><td>Compliance Certificates</td></tr> <tr><td>P</td><td>LG ACT Approvals, ATO</td></tr> </tbody> </table>	B	Building Compliance Management	B	Building Services	B	LG Act Approvals (eg Caravan Park)	O	Building Codes	O	Caravan Park Regulation Compliance	O	Post Certificate Services	O	Building Advisory Service	O	Building & Information Certificate Services	O	Building Development Applications	O	Compliance Certificates	P	LG ACT Approvals, ATO	<p>Accountabilities</p> <p>Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability.</p>	<p>Tasks</p> <p>Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability.</p>	<p>Accountabilities</p> <p>Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability.</p>	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Street Light Planning</td></tr> <tr><td>P</td><td>Subdivision Planning</td></tr> <tr><td>P</td><td>Section 45 Projects</td></tr> <tr><td>P</td><td>Gifted Assets</td></tr> <tr><td>P</td><td>Plan approvals for Parking</td></tr> <tr><td>P</td><td>Post DA Approvals</td></tr> <tr><td>O</td><td>Subdivision Certificate Processing</td></tr> <tr><td>O</td><td>Engineering Plan Checking</td></tr> <tr><td>O</td><td>Issuing of Section 45 notices</td></tr> <tr><td>O</td><td>Subdivision Works as Executed</td></tr> <tr><td>O</td><td>Subdivision Certificates</td></tr> <tr><td>O</td><td>Subdivision Works Certificates</td></tr> <tr><td>O</td><td>Section 138 DA's</td></tr> <tr><td>O</td><td>Section 138 Internal Advisory Service</td></tr> <tr><td>O</td><td>Inspection/Compliance of Section 138's</td></tr> </tbody> </table>	SBPO	Accountability	P	Street Light Planning	P	Subdivision Planning	P	Section 45 Projects	P	Gifted Assets	P	Plan approvals for Parking	P	Post DA Approvals	O	Subdivision Certificate Processing	O	Engineering Plan Checking	O	Issuing of Section 45 notices	O	Subdivision Works as Executed	O	Subdivision Certificates	O	Subdivision Works Certificates	O	Section 138 DA's	O	Section 138 Internal Advisory Service	O	Inspection/Compliance of Section 138's
SBPO	Accountability																																																																																																						
B	Subdivision Planning																																																																																																						
B	Local Environment Plan Preparation																																																																																																						
B	Statutory Planning Management																																																																																																						
B	Strategic Land Planning Statement																																																																																																						
B	Section 45 Notices																																																																																																						
B	Planning Advisory Services																																																																																																						
B	Private Trees Management																																																																																																						
B	Heritage Services																																																																																																						
B	Planning Services																																																																																																						
P	Statutory Planning Projects																																																																																																						
P	Development of Local Environment Plan																																																																																																						
P	Planning Projects																																																																																																						
O	Planning Advisory Services																																																																																																						
O	Implement Local Environment Plan																																																																																																						
O	Implementation of Flood Study Data Interpretation																																																																																																						
O	Planning Development Assessment Services																																																																																																						
O	Heritage Information Service																																																																																																						
O	Private Tree Regulation Service																																																																																																						
O	Planning DA Processing																																																																																																						
O	Private Planning Compliance Approvals																																																																																																						
O	Planning Proposals																																																																																																						
B	Building Compliance Management																																																																																																						
B	Building Services																																																																																																						
B	LG Act Approvals (eg Caravan Park)																																																																																																						
O	Building Codes																																																																																																						
O	Caravan Park Regulation Compliance																																																																																																						
O	Post Certificate Services																																																																																																						
O	Building Advisory Service																																																																																																						
O	Building & Information Certificate Services																																																																																																						
O	Building Development Applications																																																																																																						
O	Compliance Certificates																																																																																																						
P	LG ACT Approvals, ATO																																																																																																						
SBPO	Accountability																																																																																																						
P	Street Light Planning																																																																																																						
P	Subdivision Planning																																																																																																						
P	Section 45 Projects																																																																																																						
P	Gifted Assets																																																																																																						
P	Plan approvals for Parking																																																																																																						
P	Post DA Approvals																																																																																																						
O	Subdivision Certificate Processing																																																																																																						
O	Engineering Plan Checking																																																																																																						
O	Issuing of Section 45 notices																																																																																																						
O	Subdivision Works as Executed																																																																																																						
O	Subdivision Certificates																																																																																																						
O	Subdivision Works Certificates																																																																																																						
O	Section 138 DA's																																																																																																						
O	Section 138 Internal Advisory Service																																																																																																						
O	Inspection/Compliance of Section 138's																																																																																																						

murray river council Monthly Operational Report – February 2024 **Development Services**

O	Statutory Planning Certificate Services					
---	---	--	--	--	--	--

PART B: 4 Year Delivery Program and 1 Year Operational Plan



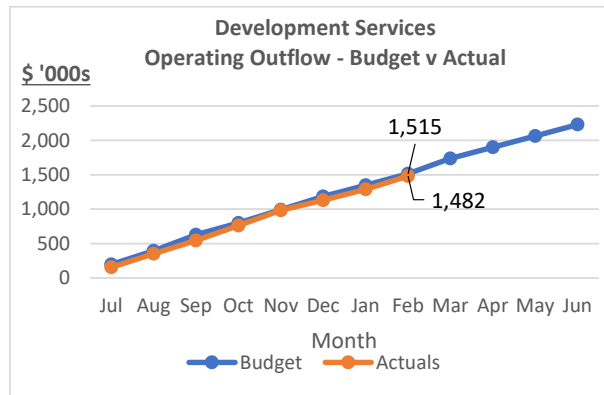
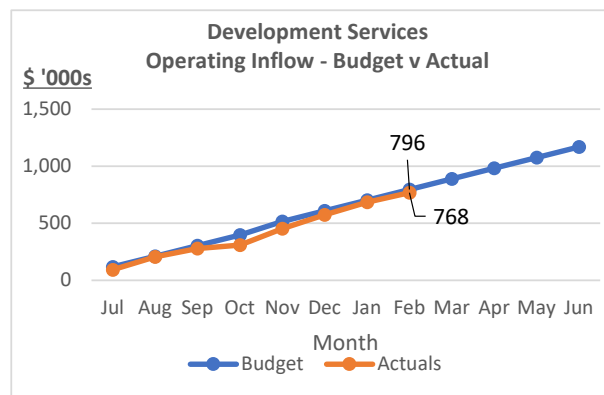
Under the 4 year Delivery Plan, the Development Services provides a service as part of the Planning and Environment Directorate

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment									
1.4 - Improving areas of natural habitat									
Identify and enhance natural values/habitats as part of any landscape upgrades to Council Reserves (S DPE)	Deliver	(DP 1.4.1) Development of the Waterfront Strategy - encompass protection of the riverine environment regeneration and restoration of river frontages including erosion and bank stabilisation works	B: MDS P: O:	✓	✓			Council and the consultant, NGH have agreed to forfeit the existing contract between both parties due to the time lapsed on the project. Upon final approval of the Housing Strategy by DPE, Council will then consider options around this strategy moving forward.	●
Sensitive urban design, green spaces included in developments where appropriate (S DPE)	Deliver, Partner	(DP 1.4.2) New subdivisions will incorporate green spaces in their urban design for Council to manage in the future.	B: MDS P: O:	✓	✓	✓	✓	Council is currently managing a high volume of green spaces that are donated to Council for maintenance. Moving forward, green spaces will be looked at closely for on-going management so as to reduce costs to Council and ratepayers.	●
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.4 - Statutory Planning and Building									
Encourage improved standards of development applications (S DPE)	Deliver	(DP 2.4.1) Percentage of approvals completed within statutory timeframes. Update Development Services Charter.	B: MDS P: O:	✓	✓			Development Services continue to enhance and develop streamlined process along with additional resources with the objective to fast track approvals.	●
		(DP 2.4.2)						All line items relocated to and reported under (DP 3.11.1)	
		(DP 2.4.3)						All line items relocated to and reported under (DP 3.11.2)	
	Deliver	(DP 2.4.4) Waterfront Strategy developed and implemented	B: MDS P: O:	✓	✓	✓		Project to be revisited and reevaluated.	●
Provide sufficient resources to meet statutory delivery timeframes. (S DPE)	Advocate	(DP 2.4.5) Undertake and complete process mapping of planning processes and efficiencies.	B: MDS P: O:	✓	✓				●
	Advocate	(DP 2.4.6) Undertake and complete process mapping of planning processes and efficiencies.	B: MDS P: O:	✓	✓				●

murray river council Monthly Operational Report – February 2024 Development Services

Provide improved communication measures for planning enquiries. (S DPE)	Deliver	(DP 2.4.7) Reduced number of general planning enquiries into Council. Allowing more focus and timely approvals of DA's.	B: MDS P: O:	✓	✓				New Checklists for internal and external use with streamlined guides currently under development and nearing completion for use early 2024.	●
	Deliver Advocate	(DP 2.4.8) Increase education and training for locals on use of NSW Planning Portal and other requirements.	B: MDS P: O:	✓	✓					●
Theme 3 – Goal 2 – Enable development of sustainable liveable communities										
3.7 – Housing Strategy										
Development of a Residential Housing Strategy which will guide the rezoning of future residential land over the next 5-10 years and beyond. (S DPE)	Deliver	(DP 3.7.1) Develop a Residential Housing Strategy.	B: MDS P: O:	✓					Final Copy uploaded onto Council website February 2024.	●
	Deliver	(DP 3.7.2) Review and update the Local Environment Plan in relation to the Housing Strategy Outcomes.	B: MDS P: O:			✓	✓			
Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.										
3.11 – Town Planning / Land Use Strategies										
Prepare new Development Control Plan and New Local Environment Plan for MRC (S DPE)	Deliver	(DP 3.11.1) Review and develop a new Development Control Plan	B: MDS P: O:	✓					MDS is working with Council's consultant Louise Collins to develop Council's new DCP for the whole LGA. The framework/outline for the DCP is underway with a DRAFT expected mid 2024.	●
	Deliver	(DP 3.11.2) Review and develop a new Local Environment Plan	B: MDS P: O:			✓	✓			
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.										
3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.										
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. (S DPE)	Deliver	(DP 3.13.3) Feasibility and demand investigated for Teenage hangout spaces across the region	B: MDS P: O:			✓				
	Deliver Partner Advocate	(DP 3.13.5) Increase in public access points to rivers – being assessed via the Waterfront Strategy		✓	✓	✓	✓			●

PART C: Financial Outcomes

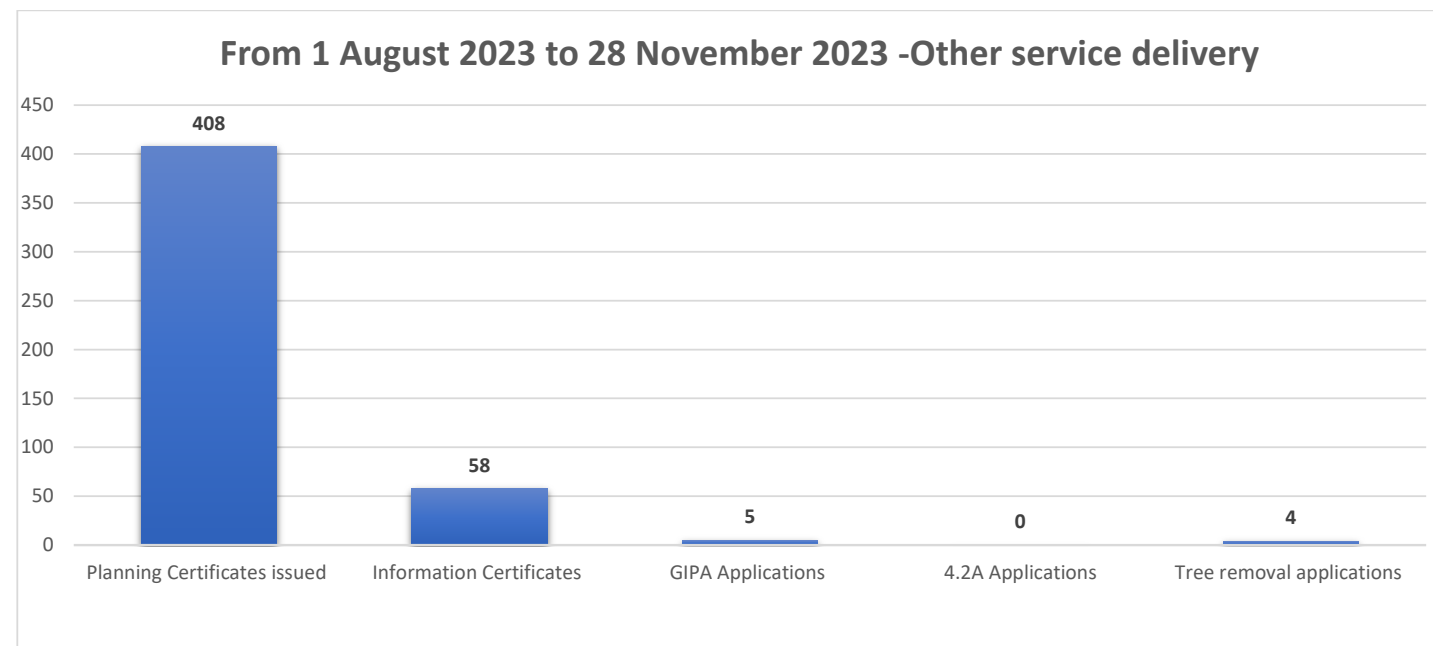


PART D: Project Status

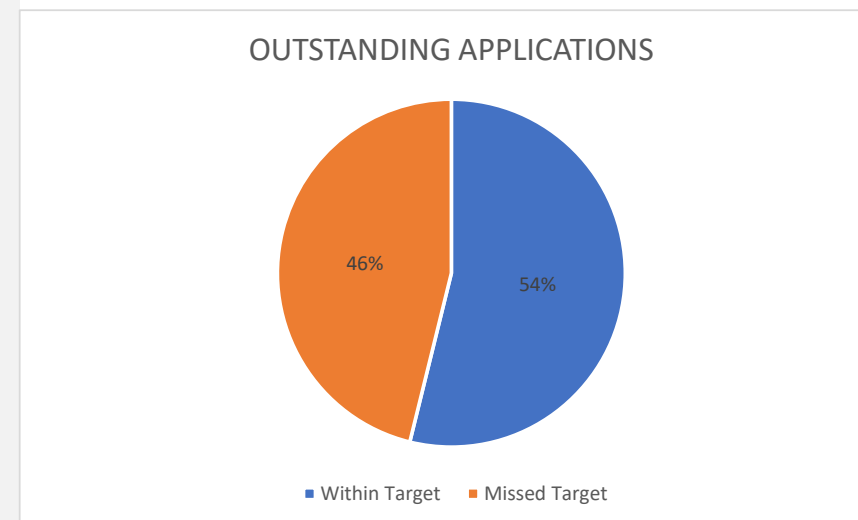
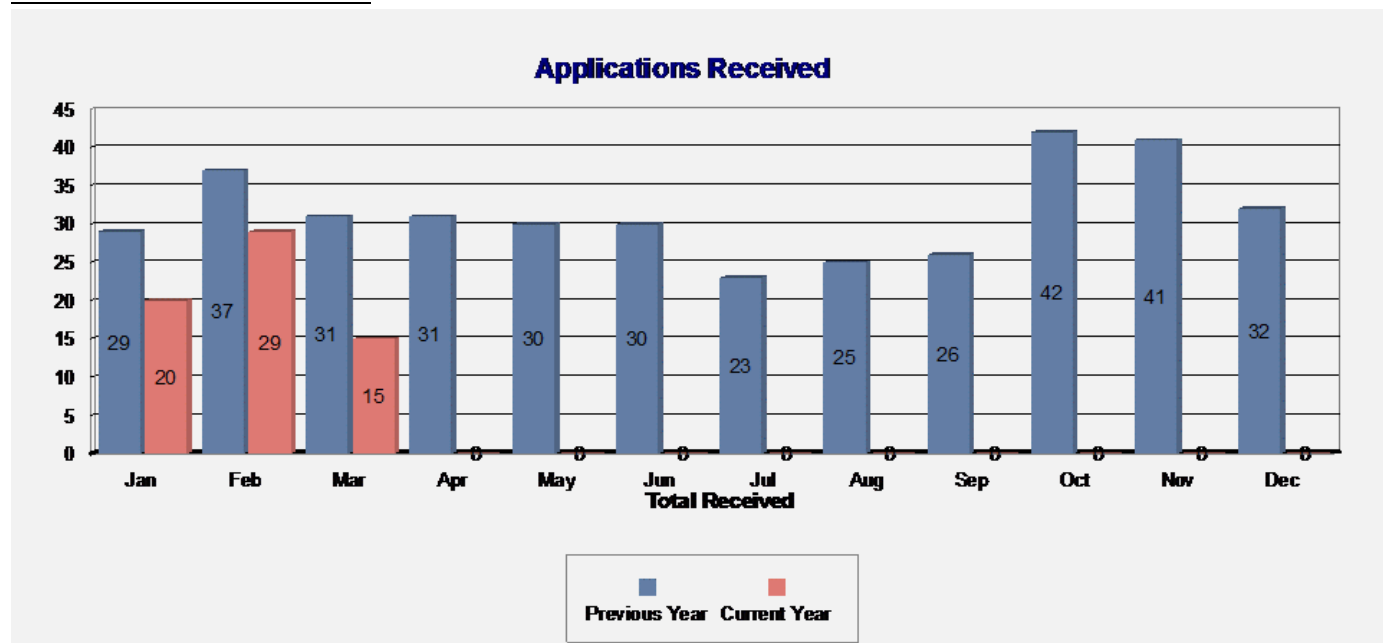
August 2022	Residential Housing Strategy	Expected to be reported to the Council meeting September 2023 as per advice from Wakefield Planning.
August 2022	Waterfront Strategy	Project to be reassessed.

PART E: Business as Usual

Planning Certificates issued	408
Information Certificates	58
GIPA Applications	5
4.2A Applications	0
Tree removal applications	4



DEVELOPMENT APPLICATIONS:



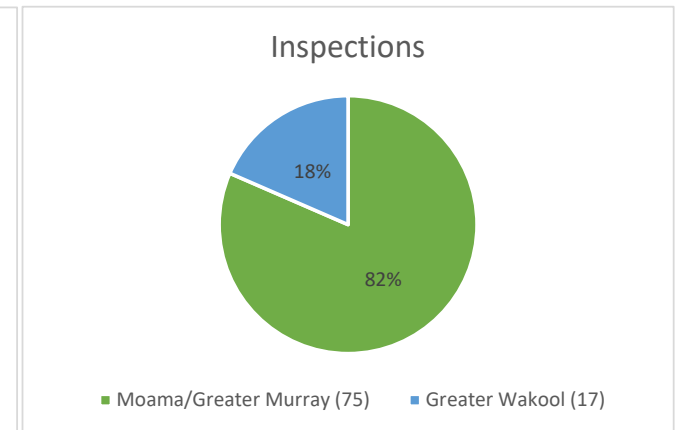
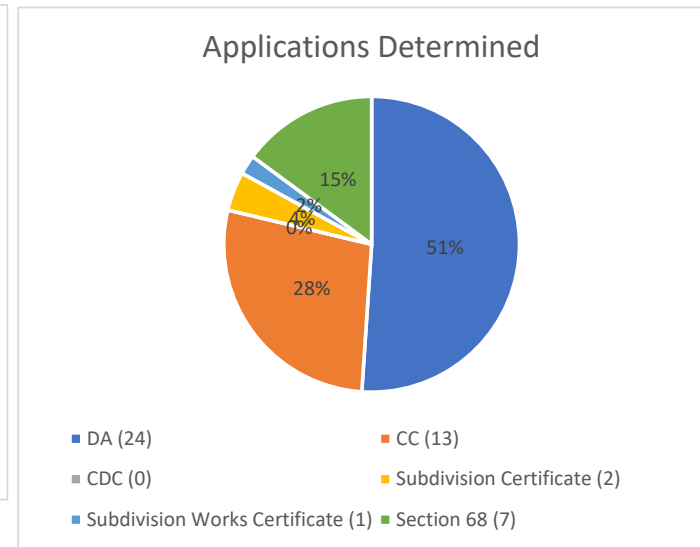
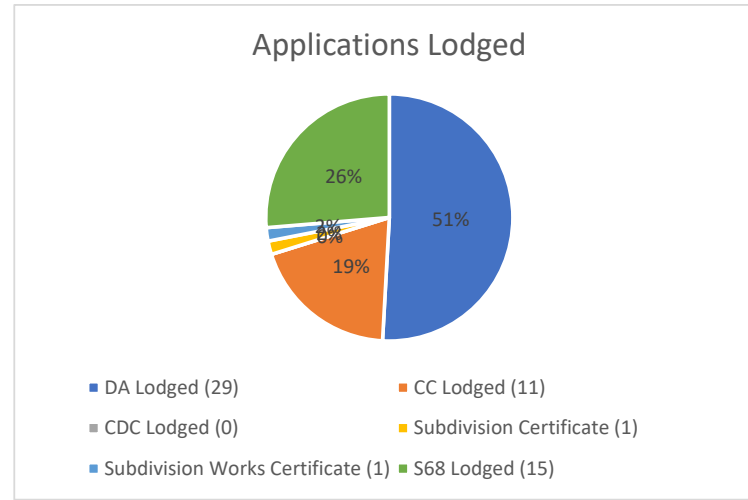
APPLICATIONS LODGED, DETERMINED and INSPECTIONS

Applications Lodged:

DA Lodged	29
CC Lodged	11
CDC Lodged	0
Subdivision Certificate	1
Subdivision Works Certificate	1
S68 Lodged	15

Applications Determined:

DA	24
CC	13
CDC	0
Subdivision Certificate	2
Subdivision Works Certificate	1
Section 68	7



Applications in the Portal, under Request for Information:

Development Applications – 33 Construction Certificates- 12 Section 68 - 12 Complying Development Certificate – 1 Principal Certifier – 1
 Occupation Certificates – 8 Building Information Certificates – 0

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
June 2022	E Planning Portal Errors	Log and record the errors and raise these issues with the E Planning Portal technical support team.	Council staff have contacted 'E Planning technical support' to resolve errors and issues as there is an issue in the system in relation to processing building related certificates and post consents. Issues with the E planning portal system are being documented and have been discussed with DPE. Council has released a Development Update to the Development Forum Group acknowledging the issues with the portal and describing the function and processes of the portal in a straightforward way. This information may assist developers to understand how the portal works and the processes both Council and applicants need to adopt when using the portal. Update: June 2022- Council's Director of Planning and Environment met with the Minister of Planning and Minister of Local Government to discuss the NSW Planning Portal functionality. Update May 2023 – As the portal evolves Council is exploring software and options that integrate with the portal for as much ease of use as possible. The main issue is that customer service at the portal is still minimal and Council staff continue to receive various requests for support from the community.	●
December 2021	Development contributions reform	See previous comments in SWOT analysis. The proposed reforms will result in a likely loss to Council as development contributions captured to fund local infrastructure delivery will be affected. Additional funding will likely be captured by the State Government, at the expense of local government areas.	Council completed a submission as part of the second round of consultation. Council have again raised objection to the subject reforms. Staff will update as the matter progresses.	●
May 2022	Builder's Forum / Industry Forum	In May 2022, Council launched a 'Builder's Forum' which is aimed at sharing industry information amongst developers, builders and the like to assist in ensuring smoother transition of development applications from the portal to the assessment officer and back to the applicant resulting in faster turnaround times for approvals. This forum focuses on the use of Council's various checklists to ensure better quality applications to ensure faster acceptance in the portal, thus ensuring faster assessment times amongst other issues such as inspections, applications, town planning matters etc.	Most recent forum held November 2023 – great feedback and about 12 attendees.	●
April 2023	Standard conditions of consent and standard format notice of determination	More information to come on how the changes affect our timeframes, whether positively or negatively during the transition stage. MDS to ensure all staff are kept on top of the changes to promote seamless transition into the process.	The introduction of standard conditions of development consent is an initiative under the NSW Planning Reform Action Plan . From 30 June 2023, councils and planning panels will be required to use the standard format notice of determination on the NSW Planning Portal.	●

Council Annual Report Checklist

Description	Reference	Included?
Disclosure of how development contributions and development levies have been used or expended under each contributions plan. (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)	Environment Planning and Assessment Regulation 2021 cl 218A(1)	No
Details for projects for which contributions or levies have been used must contain:	Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)	No

<ul style="list-style-type: none"> ▶ project identification number and description ▶ the public amenity or public service the project relates to ▶ amount of monetary contributions or levies used or expended on project ▶ percentage of project cost funded by contributions or levies ▶ amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan ▶ value of the land and material public benefit – other than money or land ▶ Whether project is complete <p>(Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)</p>		
<p>Total value of all contributions and levies received and expended during the year. (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)</p>	<p>Reg 218A(3)(a),(b)</p>	<p>No</p>

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

In January 2024 both Josh Mckay and Ash Pidgeon joined us as Cadet Town Planners. Both are commencing study with UNE shortly with Josh’s UNE course covered under funding from the DPE under the Stronger Start Cadet Program. Welcome to Josh & Ash!

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

In February 2024 Council’s ParaPlanner Kellie Richmond resigned from her role, after five years at Council. We with so thank Kellie for her valuable contribution to the team and we wish her well in her career.

At present the Development Services Team is operating with 4 Senior Staff in place, 4 administration staff, one paraplanner, 3 cadets, a Building Surveyor and two mid-level staff on deck. We also currently have engaged four Consultants. Three of these Consultants work consistently on development applications and planning proposals whilst the third is working predominantly on the development control plan and also working closely with our junior staff engaging in active mentoring. The ratio of senior to junior staff at the moment means that a huge portion of our time is spent mentoring and training staff, along with BAU commitments. This is an investment in the future of the team and our long-term progress and achievement however for the time being, and as predicted and expected our timeframes for applications has slowed down to allow for this quality mentoring to occur. It is predicted that these time frames will steadily decrease as we move back into our previous timeframes that we were achieving.

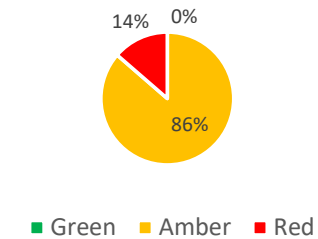
Council has also advertised for a second ParaPlanner to replace Kellie Richmond and also a Regional Placemaking Project Officer, also known as a Senior Strategic Planner.

PART A: Section Accountabilities and Team Roles

Manager Parks and Biosecurity – Luke Keogh	Parks Coordinator	Biosecurity Coordinator	Parks Team Leaders (By Location)																																																																																																																																																		
<p>To manage and coordinate parks, Open spaces and Bio Security within Murray River Council and the public spaces and amenities including but not limited to playgrounds, trees swimming pools, sport and recreation facilities and grounds, public amenities and natural areas in the Murray River Council area.</p> <p>Accountable for the effective management of major sections or projects within their area of expertise. As a specialist, advice would be provided to executive level and to the employer on major areas of policy or on key issues of significance to the organisation. The position’s influence would have an important role in the overall performance of the function.</p>	<p>The primary objective of the Parks & Gardens Coordinator is to manage and supervise the team on a day to day basis, ensuring the provision of a high standard of service delivery in accordance with Murray River Council’s policies and procedures and any legislative requirements.</p> <p>Responsible to provide a specialist/technical service and to complete work which has some elements of complexity. Makes recommendations to the public and council staff.</p>	<p>The objective of this role is to manage noxious weeds throughout Murray River Council boundaries in accordance with NSW Biosecurity Act 2015 and Murray River Council policies and procedures. To undertake invasive weed identification and inspections on private and public lands. To participate in the planning and supervision of invasive weed control works to ensure weed management or eradication</p> <p>Responsibility as a trainer/coordinator for the operation of a small section which uses staff and other resources, or the position completes tasks requiring specialized technical/administrative skills.</p>	<p>The Team Leader is responsible for the supervision of staff and resources in the Parks & Gardens unit to ensure that all operations, maintenance and reporting related to the relevant services are carried out in accordance with relevant legislation and Murray River Council’s Policies and Procedures. To assist with the management of external contractors and new capital infrastructure under the direction of the Manager Parks & Open Space.</p> <p>Responsibility as a trainer/coordinator for the operation of a small section which uses staff and other resources, or the position completes tasks requiring specialized technical/administrative skills.</p>																																																																																																																																																		
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Boat Ramps</td></tr> <tr><td>B</td><td>Bushcare Volunteers (Non 355’S)</td></tr> <tr><td>B</td><td>Sport & Recreation Facilities</td></tr> <tr><td>B</td><td>Rural and Urban Weed Management</td></tr> <tr><td>B</td><td>Open Spaces</td></tr> <tr><td>B</td><td>Horticultural Services</td></tr> <tr><td>B</td><td>Natural Bushlands</td></tr> <tr><td>B</td><td>Weed Action Plan</td></tr> <tr><td>B</td><td>Public Trees</td></tr> <tr><td>B</td><td>Retaining Walls</td></tr> <tr><td>B</td><td>Vertebrates Pest Management</td></tr> <tr><td>B</td><td>Aquatic Services</td></tr> <tr><td>B</td><td>Riverside Infrastructure</td></tr> <tr><td>B</td><td>Playgrounds</td></tr> <tr><td>B</td><td>Landscape Approvals</td></tr> <tr><td>B</td><td>Town Maintenance {(Public Furniture P&G)</td></tr> <tr><td>B</td><td>Fruit Fly Control</td></tr> <tr><td>B</td><td>Parks, Open Spaces and Biosecurity Small Plant and Equipment</td></tr> <tr><td>P</td><td>Open Spaces facilities project management (public amenities, structures, BBQ;s)</td></tr> <tr><td>P</td><td>Public Trees</td></tr> <tr><td>P</td><td>Open Spaces and Biosecurity Small Plant and Equipment</td></tr> <tr><td>P</td><td>Sport and Recreation Facilities</td></tr> <tr><td>P</td><td>Natural Bushland footpaths and cycleways</td></tr> <tr><td>P</td><td>Landscape Approvals</td></tr> <tr><td>P</td><td>Town maintenance (Public Furniture P&G)</td></tr> <tr><td>P</td><td>Aquatic Services</td></tr> <tr><td>P</td><td>Arboriculture Services Urban and Rural</td></tr> <tr><td>O</td><td>Hire/Leases of Open space venues</td></tr> <tr><td>O</td><td>Stakeholder engagement Sports and Recreation facilities</td></tr> <tr><td>O</td><td>Landscape Approvals</td></tr> </tbody> </table>	SBPO	Accountability	B	Boat Ramps	B	Bushcare Volunteers (Non 355’S)	B	Sport & Recreation Facilities	B	Rural and Urban Weed Management	B	Open Spaces	B	Horticultural Services	B	Natural Bushlands	B	Weed Action Plan	B	Public Trees	B	Retaining Walls	B	Vertebrates Pest Management	B	Aquatic Services	B	Riverside Infrastructure	B	Playgrounds	B	Landscape Approvals	B	Town Maintenance {(Public Furniture P&G)	B	Fruit Fly Control	B	Parks, Open Spaces and Biosecurity Small Plant and Equipment	P	Open Spaces facilities project management (public amenities, structures, BBQ;s)	P	Public Trees	P	Open Spaces and Biosecurity Small Plant and Equipment	P	Sport and Recreation Facilities	P	Natural Bushland footpaths and cycleways	P	Landscape Approvals	P	Town maintenance (Public Furniture P&G)	P	Aquatic Services	P	Arboriculture Services Urban and Rural	O	Hire/Leases of Open space venues	O	Stakeholder engagement Sports and Recreation facilities	O	Landscape Approvals	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Open Space Projects</td></tr> <tr><td>P</td><td>Horticulture Services</td></tr> <tr><td>P</td><td>Playgrounds</td></tr> <tr><td>O</td><td>Onsite stakeholder engagement of Open Space Venues</td></tr> <tr><td>O</td><td>Public Trees Maintenance (incl Arborist Service)</td></tr> <tr><td>O</td><td>Fire/Fuel Hazard Areas</td></tr> <tr><td>O</td><td>Liston Caravan Park Maintenance</td></tr> <tr><td>O</td><td>Natural Bushland Improvement and Maintenance</td></tr> <tr><td>O</td><td>Riverside Infrastructure</td></tr> <tr><td>O</td><td>Cleaning and Rubbish Removal Liston Caravan Park</td></tr> <tr><td>O</td><td>Boat Ramp Maintenance</td></tr> <tr><td>O</td><td>Urban Road Reserve Maintenance</td></tr> <tr><td>O</td><td>Cemetery Maintenance of Public Facilities</td></tr> <tr><td>O</td><td>Maintenance of Crown Land</td></tr> <tr><td>O</td><td>Grave Digging</td></tr> <tr><td>O</td><td>Open Space – gardens</td></tr> <tr><td>O</td><td>Aquatic Services</td></tr> <tr><td>O</td><td>Maintenance of Heritage Sites</td></tr> <tr><td>O</td><td>Arboriculture Services Urban and Rural</td></tr> <tr><td>O</td><td>Bushcare Volunteer {(Non 355’s)</td></tr> </tbody> </table>	SBPO	Accountability	P	Open Space Projects	P	Horticulture Services	P	Playgrounds	O	Onsite stakeholder engagement of Open Space Venues	O	Public Trees Maintenance (incl Arborist Service)	O	Fire/Fuel Hazard Areas	O	Liston Caravan Park Maintenance	O	Natural Bushland Improvement and Maintenance	O	Riverside Infrastructure	O	Cleaning and Rubbish Removal Liston Caravan Park	O	Boat Ramp Maintenance	O	Urban Road Reserve Maintenance	O	Cemetery Maintenance of Public Facilities	O	Maintenance of Crown Land	O	Grave Digging	O	Open Space – gardens	O	Aquatic Services	O	Maintenance of Heritage Sites	O	Arboriculture Services Urban and Rural	O	Bushcare Volunteer {(Non 355’s)	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Weed Action Plan</td></tr> <tr><td>P</td><td>Fruit Fly Control</td></tr> <tr><td>P</td><td>Rural and Urban Weed Management</td></tr> <tr><td>P</td><td>Vertebrate Pest Management</td></tr> <tr><td>O</td><td>Fruit Fly Control</td></tr> <tr><td>O</td><td>Deliver Weed Action Plan</td></tr> <tr><td>O</td><td>Vegetation Management on Rural and Urban Roads</td></tr> <tr><td>O</td><td>Small Plant for Biosecurity</td></tr> <tr><td>O</td><td>Vertebrate Pest Management</td></tr> </tbody> </table>	SBPO	Accountability	P	Weed Action Plan	P	Fruit Fly Control	P	Rural and Urban Weed Management	P	Vertebrate Pest Management	O	Fruit Fly Control	O	Deliver Weed Action Plan	O	Vegetation Management on Rural and Urban Roads	O	Small Plant for Biosecurity	O	Vertebrate Pest Management	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>O</td><td>Horticulture Services</td></tr> <tr><td>O</td><td>Cemetery Maintenance and Public Facilities</td></tr> <tr><td>O</td><td>Open Spaces Facilities (Public amenities, structure, BBQ’s and furniture)</td></tr> <tr><td>O</td><td>Boat Ramp Maintenance</td></tr> <tr><td>O</td><td>Maintenance of Town (Public Furniture P&G)</td></tr> <tr><td>O</td><td>Open Spaces including Playgrounds</td></tr> <tr><td>O</td><td>Open Spaces – gardens</td></tr> <tr><td>O</td><td>Riverside Infrastructure</td></tr> <tr><td>O</td><td>Commercial Area Manual Street Cleaning</td></tr> <tr><td>O</td><td>Small Plant and Equipment Open Spaces & Recreation</td></tr> </tbody> </table>	SBPO	Accountability	O	Horticulture Services	O	Cemetery Maintenance and Public Facilities	O	Open Spaces Facilities (Public amenities, structure, BBQ’s and furniture)	O	Boat Ramp Maintenance	O	Maintenance of Town (Public Furniture P&G)	O	Open Spaces including Playgrounds	O	Open Spaces – gardens	O	Riverside Infrastructure	O	Commercial Area Manual Street Cleaning	O	Small Plant and Equipment Open Spaces & Recreation
SBPO	Accountability																																																																																																																																																				
B	Boat Ramps																																																																																																																																																				
B	Bushcare Volunteers (Non 355’S)																																																																																																																																																				
B	Sport & Recreation Facilities																																																																																																																																																				
B	Rural and Urban Weed Management																																																																																																																																																				
B	Open Spaces																																																																																																																																																				
B	Horticultural Services																																																																																																																																																				
B	Natural Bushlands																																																																																																																																																				
B	Weed Action Plan																																																																																																																																																				
B	Public Trees																																																																																																																																																				
B	Retaining Walls																																																																																																																																																				
B	Vertebrates Pest Management																																																																																																																																																				
B	Aquatic Services																																																																																																																																																				
B	Riverside Infrastructure																																																																																																																																																				
B	Playgrounds																																																																																																																																																				
B	Landscape Approvals																																																																																																																																																				
B	Town Maintenance {(Public Furniture P&G)																																																																																																																																																				
B	Fruit Fly Control																																																																																																																																																				
B	Parks, Open Spaces and Biosecurity Small Plant and Equipment																																																																																																																																																				
P	Open Spaces facilities project management (public amenities, structures, BBQ;s)																																																																																																																																																				
P	Public Trees																																																																																																																																																				
P	Open Spaces and Biosecurity Small Plant and Equipment																																																																																																																																																				
P	Sport and Recreation Facilities																																																																																																																																																				
P	Natural Bushland footpaths and cycleways																																																																																																																																																				
P	Landscape Approvals																																																																																																																																																				
P	Town maintenance (Public Furniture P&G)																																																																																																																																																				
P	Aquatic Services																																																																																																																																																				
P	Arboriculture Services Urban and Rural																																																																																																																																																				
O	Hire/Leases of Open space venues																																																																																																																																																				
O	Stakeholder engagement Sports and Recreation facilities																																																																																																																																																				
O	Landscape Approvals																																																																																																																																																				
SBPO	Accountability																																																																																																																																																				
P	Open Space Projects																																																																																																																																																				
P	Horticulture Services																																																																																																																																																				
P	Playgrounds																																																																																																																																																				
O	Onsite stakeholder engagement of Open Space Venues																																																																																																																																																				
O	Public Trees Maintenance (incl Arborist Service)																																																																																																																																																				
O	Fire/Fuel Hazard Areas																																																																																																																																																				
O	Liston Caravan Park Maintenance																																																																																																																																																				
O	Natural Bushland Improvement and Maintenance																																																																																																																																																				
O	Riverside Infrastructure																																																																																																																																																				
O	Cleaning and Rubbish Removal Liston Caravan Park																																																																																																																																																				
O	Boat Ramp Maintenance																																																																																																																																																				
O	Urban Road Reserve Maintenance																																																																																																																																																				
O	Cemetery Maintenance of Public Facilities																																																																																																																																																				
O	Maintenance of Crown Land																																																																																																																																																				
O	Grave Digging																																																																																																																																																				
O	Open Space – gardens																																																																																																																																																				
O	Aquatic Services																																																																																																																																																				
O	Maintenance of Heritage Sites																																																																																																																																																				
O	Arboriculture Services Urban and Rural																																																																																																																																																				
O	Bushcare Volunteer {(Non 355’s)																																																																																																																																																				
SBPO	Accountability																																																																																																																																																				
P	Weed Action Plan																																																																																																																																																				
P	Fruit Fly Control																																																																																																																																																				
P	Rural and Urban Weed Management																																																																																																																																																				
P	Vertebrate Pest Management																																																																																																																																																				
O	Fruit Fly Control																																																																																																																																																				
O	Deliver Weed Action Plan																																																																																																																																																				
O	Vegetation Management on Rural and Urban Roads																																																																																																																																																				
O	Small Plant for Biosecurity																																																																																																																																																				
O	Vertebrate Pest Management																																																																																																																																																				
SBPO	Accountability																																																																																																																																																				
O	Horticulture Services																																																																																																																																																				
O	Cemetery Maintenance and Public Facilities																																																																																																																																																				
O	Open Spaces Facilities (Public amenities, structure, BBQ’s and furniture)																																																																																																																																																				
O	Boat Ramp Maintenance																																																																																																																																																				
O	Maintenance of Town (Public Furniture P&G)																																																																																																																																																				
O	Open Spaces including Playgrounds																																																																																																																																																				
O	Open Spaces – gardens																																																																																																																																																				
O	Riverside Infrastructure																																																																																																																																																				
O	Commercial Area Manual Street Cleaning																																																																																																																																																				
O	Small Plant and Equipment Open Spaces & Recreation																																																																																																																																																				

PART B: 4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery



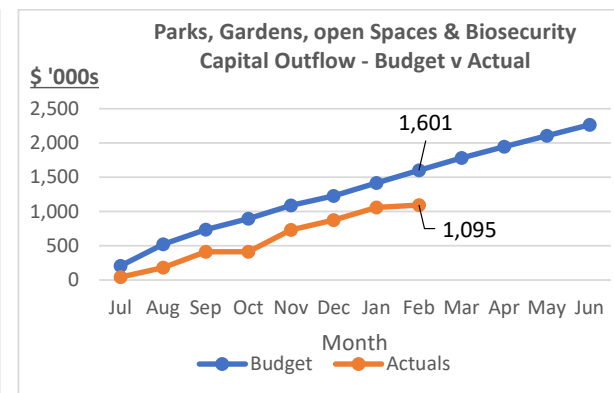
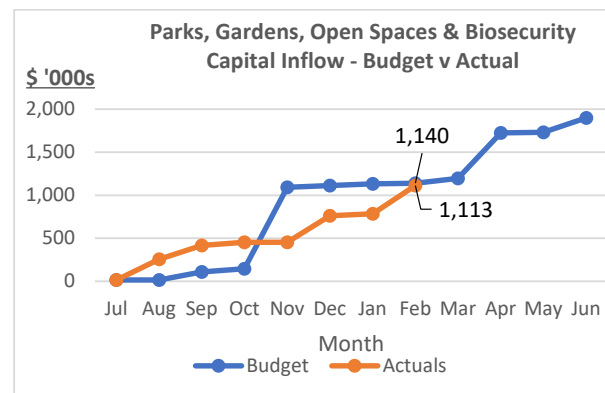
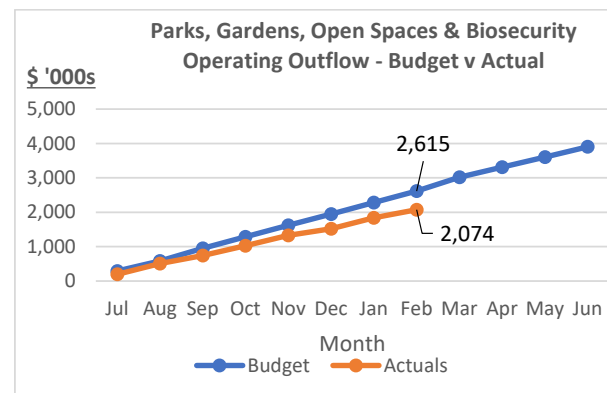
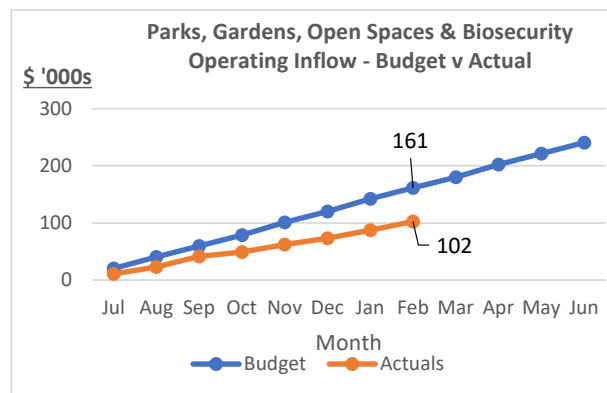
Under the 4 year Delivery Plan *Parks, Open Space & Bio Security* relates to: consultation, planning, development; amenity; maintenance and operations; public trees; sportsgrounds (active and passive); cleanliness and administration. Further to this Bio Security relates to the management of Priority Weeds within the LGA under the NSW Bio Security Act 2015. The Planning and Environment Directorate directly oversees the delivery of these outcomes

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.1 – Sports and recreation facilities and spaces									
Outcomes of the Asset and service delivery review to be planned for and prioritised. (S DPE)	Deliver	(DP 3.1.1) Develop a Service standards strategy for all Parks, Recreation reserves.	B: MPOSB P: MPOSB O:CPG	✓	✓			Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed current service standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending public consultation and formal adoption and documentation. Internal workshops completed with Parks Leadership team to review proposed hierarchies and develop service delivery levels to suit operational capacity. Workshops with whole Parks teams completed to determine FTE hours for service delivery based on adopted hierarchies. First draft of the Operational Service Delivery Plan completed and handed to Team Leaders for review and feedback. Parks Strategy currently being developed with first draft expected by Mid March for review.	●
	Deliver	(DP 3.1.2) Investigate and plan for development of various boat ramps across the region.	B: MPOSB P: MIP O:CPG	✓	✓	✓	✓	Project commenced and ongoing. Assets assessments have been completed. Murray Downs Boat ramp currently under construction.	●
	Deliver	(DP 3.1.3) Ongoing monitoring and management of sports grounds across the region.	B: MPOSB P: CPG O:CPG	✓	✓	✓	✓	All sportsgrounds currently maintained in accordance with service delivery schedules and applicable adopted master plans. Sportsgrounds and facilities managed in consultation with user groups and relevant Section 355 committees of management.	●
	Deliver	(DP 3.1.4) Investigate and develop business cases and feasibility studies for outdoor exercise stations across the region	B: MPOSB P: O:				✓		
	Deliver, Partner	(DP 3.1.5) Investigate and develop business cases for change of ownership of Moulamein swimming pool and associated facilities	B: MPOSB P: O:			✓			
	Deliver, Partner	(DP 3.1.6) Ongoing monitoring and management of Moama and Mathoura outdoor swimming pools and associated facilities	B: MPOSB P: MPOSB O:CPG	✓	✓	✓	✓	Tender awarded to Belgravia Leisure at September Council meeting for Management of Moama & Mathoura outdoor Pools. Both Moama & Mathoura pools were opened to the public on November 11 as per the contract. Operations to date have been smooth with the warmer conditions providing ideal conditions for swimming. Pool season due to close March 10 2024. Belgravia Leisure to submit final season report to Council around April.	●
	Deliver	(DP 3.1.7) Investigate and plan for development and upgrades of Skate Parks across the region.	B: MPOSB P: O:		✓	✓	✓	Project not yet commenced.	●
	Deliver	(DP 3.1.8) Ongoing monitoring and management of existing sports and recreation buildings.	B: MPOSB P: MPOSB O:CBF	✓	✓	✓	✓	All sports & recreation buildings currently maintained in accordance with service delivery schedules and applicable adopted master plans. Facilities managed in consultation with user groups and relevant Section 355 committees of management. Current review of 355 committees delegations will further assist management. User agreements to be developed and applied across all Reserves and current fee methodologies to be reviewed and benchmarked against other councils to determine best operational cost recovery methods.	●

	Deliver	(DP 3.1.9) Undertake Master Planning for new sport and recreation buildings and grounds across the region.	B: MPOSB P: MPOSB O: MPOSB	✓	✓	✓	Project commenced and ongoing subject to approved budgets.	●
	Deliver	(DP 3.1.10) Undertake feasibility study for development of BMX / Mountain / Motor bike / Pump tracks across the region.	B: MPOSB P: MPOSB O: CPG	✓	✓	✓	Project not yet commenced.	●
Theme 3 – Goal 2 – Enable development of sustainable liveable communities								
3.8 – Community / Botanical Gardens								
Review and support the finalisation of existing community & Botanical gardens. (S DPE)	Deliver	(DP 3.8.1) Continue to support existing community and botanical gardens	B: MPOSB P: MPOSB O: CPG	✓	✓	✓	Completion of Stage 5 commenced and ongoing in accordance with approved budget. Consultation has occurred with volunteer group to determine FY23/24 capital works to complete project. Maintenance of existing works ongoing. Brolga Statue that was damaged by vandals has been repaired and is waiting installation. Scoping of new shelter commenced with contractor. Mulch delivered to site for Autumn installation. Furniture to be ordered for inclusion as per design locations.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.								
3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.								
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. (S DPE)	Deliver	(DP 3.13.1) Investigate level of services and complete an asset review for all Parks and Open Spaces.	B: MPOSB P: MPOSB O: CPG	✓				●
	Deliver, Partner, Advocate	(DP 3.13.2) Murray Downs Riverside Park – designed and implementation has begun	B: MPOSB P: MIP O: CPG	✓	✓	✓	Concept design completed by Thompson Hay Landscape Architects. Boat ramp stage has been designed and is currently under construction. Riverwalk path has been completed. Regrowth vegetation to be assessed and contractor to be engaged for removal.	●
	Deliver	(DP 3.13.4) Ongoing installation of drinking water fountains across the region	B: MPOSB P: CPG O: TLPG	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation.	●
	Deliver	(DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans	B: MPOSB P: O:			✓		
	Deliver	(DP 3.13.7) Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity	B: MPOSB P: O:		✓	✓	Asset condition assessments completed by CT Management and relevant documentation has been forwarded to Council. Multiple projects delivered and commencing in accordance with capital budget allocations. Continued scoping of future needs and demands to continue.	●
	Deliver	(DP 3.13.8) Ongoing feasibility assessments for new and existing picnic areas.	B: MPOSB P: O:			✓		
	Deliver, Partner, Advocate	(DP 3.13.9) Smarty benches (USB charge stations, power points, wifi hot spots) - Consideration in future design and grant opportunities	B: MPOSB P: O:	✓	✓	✓	Project commenced and ongoing. Inclusion of these items is currently being considered and assessed in all open space planning and design concepts.	●
	Deliver	(DP 3.13.10) Playgrounds - Feasibility and demand investigated for various locations across the region, complete an asset review and define level of service	B: MPOSB P: O:		✓	✓	Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed current service standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending public consultation and formal adoption and documentation. Full external audit on all playgrounds completed by Hutchinson Park Services to ensure compliance to relevant Australian Standards and insurance requirements. Service levels included in 1 st draft Parks Operational plan.	●
	Deliver	(DP 3.13.11) Park bench program of works to be developed and considered for various locations across the region	B: MPOSB P: MPOSB O: TLPG	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation.	●
	Deliver	(DP 3.13.12) Shade Sails program of works to be developed and considered for various locations across the region	B: MPOSB P: CPG O: TLPG	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation and external funding opportunities.	●
	Deliver	(DP 3.13.13) Investigate opportunities for Jetties, Pontoon's and floating wharfs around the region.	B: MPOSB P: MIP	✓	✓	✓	Project not yet commenced.	●

	Deliver	(DP 3.13.14) Investigate and develop feasibility studies for retaining walls around the region.	B: MPOSB P: MIP	✓	✓	✓	✓	Several projects scheduled for design, maintenance and upgrades including Riverside Caravan Park and Picnic Point Caravan Park retaining walls. 2022 floods have significantly impacted on riverside infrastructure. Project ongoing in accordance with budget and grant funding. Picnic Point Caravan Park wall was repaired, Works were funded externally using flood recovery CAT D. More repairs scheduled prior to Christmas have been completed.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.14 – Public Space Waste and Recycling									
Investigate and implement a program for waste and recycling bins in public spaces. (S DPE)	Deliver	(DP 3.14.1) Ongoing installation of dog poo bag dispensers across the region	B: MPOSB P: CPG O:TLPG	✓	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation and Council’s Compliance Officers recommendations.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.16 – Weed Management									
Review and further development the Weed Management Strategy (S DPE)	Deliver, Partner	(DP 3.16.1) Development of an Urban Weed Management Plan for adoption by Council.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. Biosecurity Co-ordinator currently developing the Plan for adoption by Council. Current draft document in development.	●
	Deliver, Partner, Advocate	(DP 3.16.2) Weed Management Priorities are communicated annually with the community.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. Stakeholder and land owner engagement and education included in the WAP. Monthly BIS reports submitted to NSW DPI.	●
	Deliver	(DP 3.16.3) A reduction of priority weeds reducing over time.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. GIS mapping and reporting of priority weeds ongoing.	●
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
Use new technology and software to capture information. (S DI)	Deliver	(DP 7.2.3) Implement artificial intelligence to assist in identification of priority weeds	B: MPOSB P: CB O:CB			✓	✓		
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.3 – Apply data sources to improve corporate decision making.									
Better management of Biosecurity risks through the use of AI (data capture) (S DI)	Deliver	(DP 7.3.4) Implement Artificial Intelligence to assist in the management of priority weeds	B: MPOSB P: CB O:CB			✓	✓		

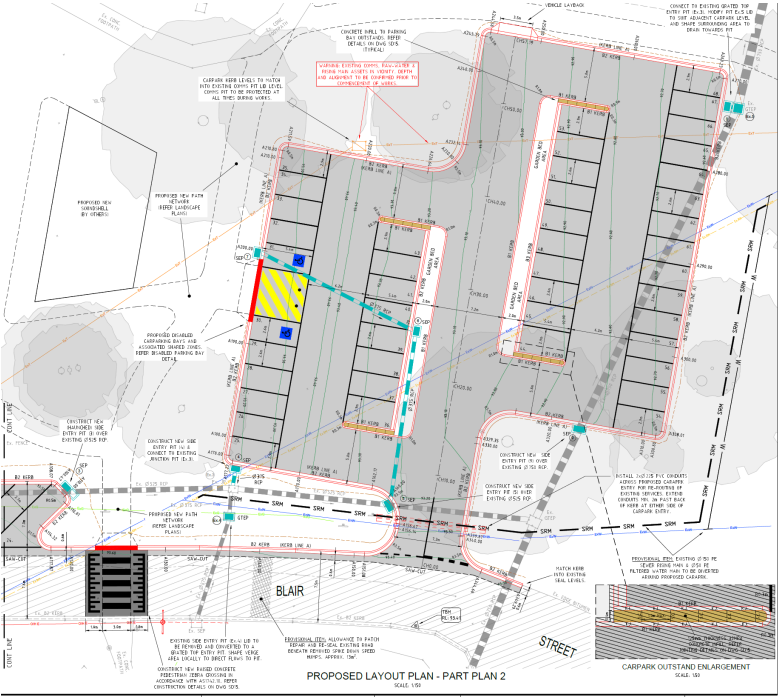
PART C: Financial Outcomes



PART D: Project Status

Location & Fund	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Various Locations	SCCF4	Sports field lighting upgrades to LED: Mathoura, Barham, Tooleybuc, Moulamein & Bunnaloo. New Female Change facilities - Jack Eddy Oval	Closure Phase	100%	Complete	Sports Field Lighting - Construction Completed. Contracts completed for funded locations of Barham, Bunnaloo, Mathoura, Moulamein and Tooleybuc. All Funded works delivered within Budget. Female Change Facility – Jack Eddy: Project Complete and open for usage by user groups.
Moama Soundshell Playground	Everyone Can Play NSW	Replacement of Moama Soundshell Playground with all abilities play space	Delivered	100%	Complete	Stage one was completed and opened to the public in late August.
Moama Recreation Reserve	CAPEX	Botanic Garden Stage 5	Construction	15%	Delivery	Stage five works ongoing. Replanting of multiple areas ongoing due to pest infestations impacting on plant growth. Council staff have met with Volunteer group to discuss 23/24 works. Contractor engaged to install shelter as per design. Bulk mulch ordered for all landscape areas & has been delivered to site.
Moama Recreation Reserve	CAPEX	Moama Recreation Reserve Fencing & Landscaping	Delivered	100%	Complete	General improvements. Brick Alley drainage upgrade completed to remove excess water from Main Oval entry and sportsground south end to eliminate pooling and pumping after rain events.
Barham Recreation Reserve	SCCF5	Barham Recreation Reserve Art & Tourism project viewing platform	Procurement	10%	Delivery	Project scoping and stakeholder engagement commenced and ongoing. Old existing Toilet block demolition has been completed. Replacement amenity RFQ completed and building has been ordered expect installation late March early April 2024 Dump point scoped and waiting on contractor to quote. Viewing shelter to be procured ready for installation and landscaping. Water Tower perimeter fencing to be upgraded after Art works completed.
Moulamein	SCCF5	Moulamein Lake Accessibility & Infrastructure upgrade	Delivery	85%	Delivery	Stakeholder engagement has been completed. Moulamein Lake S355 agreed on scope of works. Concreting of paths and beneath shelters was completed pre christmas. Installation of furniture, seating solar lighting has been completed. Installation of BBQ completed and drinking fountain completed. Rail fencing to be completed mid March, new rubbish bin receptacles delivered ready for installation also. Final landscaping, planting and irrigation improvements to commence post Easter 2024
Mathoura/ Moulamein Depots	CAPEX	Biosecurity- Chemical transfer pumps & 12 volt systems	Delivery	75%	Delivery	Contractor engaged. Waiting for delivery of components for installation on spray equipment



Moama	CAPEX	Soundshell Precinct	Design	25%	Planning	<p>Soundshell Precinct Landscape Design completed. Car Park Civil Designs completed and approved by all departments. Project Paused due to construction costs exceeding allocated budget in 23/24FY. Paused until demand deems project necessary as per Council resolution, unspent funds returned.</p> 
Moama	SCCF5	Horseshoe Lagoon Landscaping	Procurement	40%	Delivery	<p>Project Progress: Landscape Design Completed including option for Car Park, Kerbing, Shoulder Works and Concrete Edge Strips. Horseshoe Lagoon internal footpath works completed including DDA Ramp (250m length – 2.5m width). Procurement of Bins, Furniture, Gabion Baskets, Lighting. Irrigation Plan completed. Bill of Quantities available.</p> <p>Work in Progress:</p> <p>Contract awarded to Quarrel Civil Construction with a proposed site occupation to occur 25th March 2024 with proposed commencement of works following Easter break. Quarrel will be responsible for completing all concreting works, ground clearing and achievement of levels to support landscaping completed by MRC.</p>

						<p>FURNITURE SCHEDULE</p> <table border="1"> <thead> <tr> <th>Code & Item</th> <th>Description & Finish</th> </tr> </thead> <tbody> <tr> <td>MFC Picnic Shelter with weather feature panel</td> <td>5 x 5m MFC standard shelter with gullion roofline. Posts & steel members, gullion and downpipe - colour Monument or similar approved. Coloured roofing - Summit or similar approved. Footings & Basing to structural engineering drawings and specification. Iron mild steel laser cut feature panels with 'Muller' pattern - refer to detail.</td> </tr> <tr> <td>MFC Picnic Shelter</td> <td>Refer to detail.</td> </tr> <tr> <td>DTS-SM-TM-003-GRK</td> <td>2375 x 1480mm surface mount picnic table and bench seat setting with one end wheelchair accessible. Aluminium powdercoat frame. Colour: Monument. Aluminium Date. Colour: Timbermug - Blackbutt. Dab end caps. Colour: Monument.</td> </tr> <tr> <td>HVV-TS-SM-03-PD</td> <td>2000mm long surface mount bar style picnic table with two bar stools. Aluminium powdercoat frame. Colour: Monument. Aluminium Date. Colour: Timbermug - Blackbutt.</td> </tr> <tr> <td>Custom length DTS-PM-TM-003-PD</td> <td>1540mm x 1270mm bench seat top with aluminium date. (Timbermug - Blackbutt) and frame fixed to top of yellow baskets - refer to detail.</td> </tr> <tr> <td>Bench Seat - Polycarbonate</td> <td>2000mm L x 400mm (W) x 400 - 500mm (H) - refer to typical manufacturer detail.</td> </tr> <tr> <td>802 - 800 screen bin</td> <td>240 Lx 400mm Bin & Recycling bin surround. High impact covers with through opening. Cover: powdercoat Red & Yellow. Panel: 304 Stainless Steel with perforation pattern. BS. Detail: All Size Cover: 1800x1800 and 1800x1800. Bolt down mounting. Install via manufacturer's specification.</td> </tr> <tr> <td>PARS-03-0M-015</td> <td>1.5m high drinking fountain / refill station with Touch Ground Mounted Fossil Station with PARS-01 Drinking Fountain Arm Kit. Free sensor taps, custom artwork panels and LoxleyWAV remote monitoring smart meter. Bolt down mounting. Install via manufacturer's specification.</td> </tr> <tr> <td>Post and Rail fence</td> <td>200x100mm hardwood timber posts at 2000-3000mm c/s with 180x20mm hardwood timber rails. Corner posts are 200x150mm - refer to detail.</td> </tr> <tr> <td>Balustrade</td> <td>100 x 100mm SPG balustrade powdercoat/painted black with reflective top cap - refer to detail.</td> </tr> <tr> <td>Concrete wheel stop</td> <td>1600 x 160 x 150mm concrete wheel stop - to MFC detail.</td> </tr> </tbody> </table>	Code & Item	Description & Finish	MFC Picnic Shelter with weather feature panel	5 x 5m MFC standard shelter with gullion roofline. Posts & steel members, gullion and downpipe - colour Monument or similar approved. Coloured roofing - Summit or similar approved. Footings & Basing to structural engineering drawings and specification. Iron mild steel laser cut feature panels with 'Muller' pattern - refer to detail.	MFC Picnic Shelter	Refer to detail.	DTS-SM-TM-003-GRK	2375 x 1480mm surface mount picnic table and bench seat setting with one end wheelchair accessible. Aluminium powdercoat frame. Colour: Monument. Aluminium Date. Colour: Timbermug - Blackbutt. Dab end caps. Colour: Monument.	HVV-TS-SM-03-PD	2000mm long surface mount bar style picnic table with two bar stools. Aluminium powdercoat frame. Colour: Monument. Aluminium Date. Colour: Timbermug - Blackbutt.	Custom length DTS-PM-TM-003-PD	1540mm x 1270mm bench seat top with aluminium date. (Timbermug - Blackbutt) and frame fixed to top of yellow baskets - refer to detail.	Bench Seat - Polycarbonate	2000mm L x 400mm (W) x 400 - 500mm (H) - refer to typical manufacturer detail.	802 - 800 screen bin	240 Lx 400mm Bin & Recycling bin surround. High impact covers with through opening. Cover: powdercoat Red & Yellow. Panel: 304 Stainless Steel with perforation pattern. BS. Detail: All Size Cover: 1800x1800 and 1800x1800. Bolt down mounting. Install via manufacturer's specification.	PARS-03-0M-015	1.5m high drinking fountain / refill station with Touch Ground Mounted Fossil Station with PARS-01 Drinking Fountain Arm Kit. Free sensor taps, custom artwork panels and LoxleyWAV remote monitoring smart meter. Bolt down mounting. Install via manufacturer's specification.	Post and Rail fence	200x100mm hardwood timber posts at 2000-3000mm c/s with 180x20mm hardwood timber rails. Corner posts are 200x150mm - refer to detail.	Balustrade	100 x 100mm SPG balustrade powdercoat/painted black with reflective top cap - refer to detail.	Concrete wheel stop	1600 x 160 x 150mm concrete wheel stop - to MFC detail.
Code & Item	Description & Finish																													
MFC Picnic Shelter with weather feature panel	5 x 5m MFC standard shelter with gullion roofline. Posts & steel members, gullion and downpipe - colour Monument or similar approved. Coloured roofing - Summit or similar approved. Footings & Basing to structural engineering drawings and specification. Iron mild steel laser cut feature panels with 'Muller' pattern - refer to detail.																													
MFC Picnic Shelter	Refer to detail.																													
DTS-SM-TM-003-GRK	2375 x 1480mm surface mount picnic table and bench seat setting with one end wheelchair accessible. Aluminium powdercoat frame. Colour: Monument. Aluminium Date. Colour: Timbermug - Blackbutt. Dab end caps. Colour: Monument.																													
HVV-TS-SM-03-PD	2000mm long surface mount bar style picnic table with two bar stools. Aluminium powdercoat frame. Colour: Monument. Aluminium Date. Colour: Timbermug - Blackbutt.																													
Custom length DTS-PM-TM-003-PD	1540mm x 1270mm bench seat top with aluminium date. (Timbermug - Blackbutt) and frame fixed to top of yellow baskets - refer to detail.																													
Bench Seat - Polycarbonate	2000mm L x 400mm (W) x 400 - 500mm (H) - refer to typical manufacturer detail.																													
802 - 800 screen bin	240 Lx 400mm Bin & Recycling bin surround. High impact covers with through opening. Cover: powdercoat Red & Yellow. Panel: 304 Stainless Steel with perforation pattern. BS. Detail: All Size Cover: 1800x1800 and 1800x1800. Bolt down mounting. Install via manufacturer's specification.																													
PARS-03-0M-015	1.5m high drinking fountain / refill station with Touch Ground Mounted Fossil Station with PARS-01 Drinking Fountain Arm Kit. Free sensor taps, custom artwork panels and LoxleyWAV remote monitoring smart meter. Bolt down mounting. Install via manufacturer's specification.																													
Post and Rail fence	200x100mm hardwood timber posts at 2000-3000mm c/s with 180x20mm hardwood timber rails. Corner posts are 200x150mm - refer to detail.																													
Balustrade	100 x 100mm SPG balustrade powdercoat/painted black with reflective top cap - refer to detail.																													
Concrete wheel stop	1600 x 160 x 150mm concrete wheel stop - to MFC detail.																													
Moama	CAPEX	Moama Cemetery- New plinth	Delivery	5%	Delivery	Concreter engaged for delivery of new plinth expect completion April 2024																								
Barham	CAPEX	Barham Cemetery- Footpath renewals	Delivery	5%	Delivery	Concreter engaged for delivery, expect completion April 2024.																								
Koraleigh	FFCSFLU	Koraleigh Tennis Court – Lighting Upgrade	Completion	100%	Completed	<p>Council successfully received \$60K from the NSW Government to upgrade lighting at Koraleigh Recreation Reserve to LED Light Elements as a retro-fitment upgrade.</p> <p>BRM Electrical was the successful contractor and has recently completed lighting retro fitment, testing and commissioning.</p> <p>This project did incur several delays due to resource shortages; equipment delays and electrical faults onsite delaying the completion of the project beyond the expected timeframe.</p> <p>All Works are now completed however, and funding acquittal is in progress.</p>																								



PART E: Business as Usual

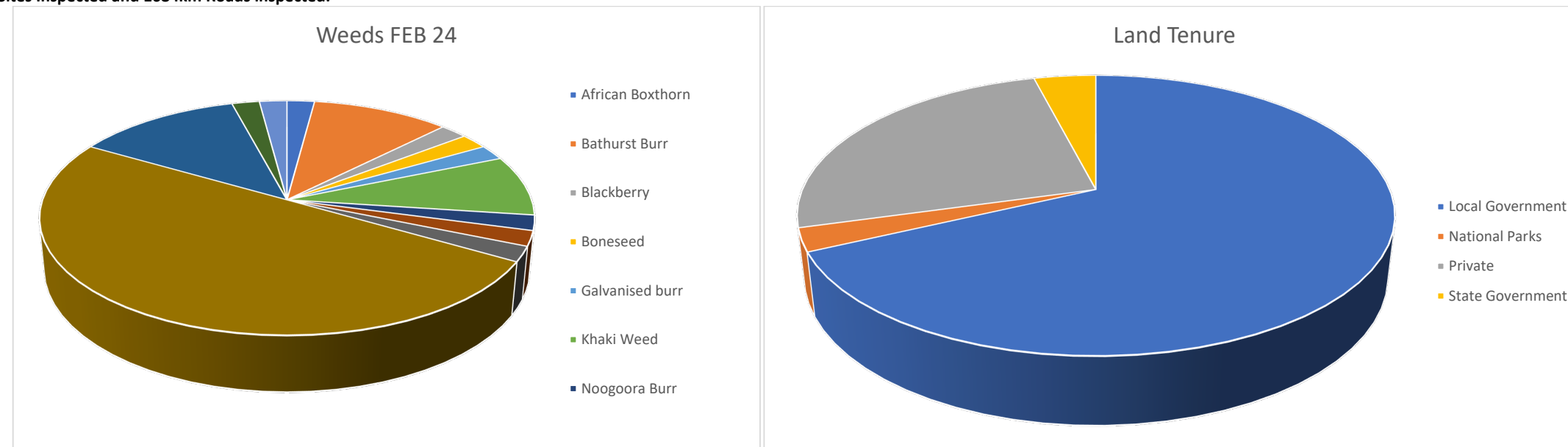
Weed Action Plan (WAP) agreed targets met. BIS reports being prepared for Murray Local Land Services.

Roads, Reserves and Waterways Sprayed for WAP – Sweet Briar, Spiny Burrgrass, Silverleaf Nightshade, Khaki Weed, African Boxthorns, Horehound, Creeping Knapweed, Prickly Pear, Bridal Creeper, ETC.

OPERATIONS:

- Weed Action Plan Targets met and however not reported to NSW DPI & Murray Local Land Services. Due to DPI tech issues.
- **WEED ACTION PLAN – 52** Points recorded and reported to BIS.
- NIL infestations – 29
- Infestations – 46

38 Sites Inspected and 1684km Roads inspected.



murray river council Monthly Operational Report – February 2024 Parks, Gardens, Open Spaces and Biosecurity

GENERAL WEED CONTROL - Road Spraying – 1174 km sprayed. Bathurst burr, galvanised burr, Horehound, Khaki weed, silverleaf nightshade, Spiny Burrgrass

<i>Mathoura Township</i>	<i>Picnic Point</i>	<i>Moama Township</i>	<i>Tooleybuc Township</i>	<i>Moulamein Town</i>	<i>Koraleigh Township</i>	<i>Mathoura Bike Tracks</i>	<i>Mathoura Cemetery</i>	
<i>Wamboota Township</i>	<i>Millewa Road Bridges and Causeways.</i>	<i>Moama Sewer Ponds Paddock</i>	<i>Barham Township</i>	<i>Wakool Township</i>	<i>Spraying MRC sealed Road network</i>			



Sewer Treatment works weed control



Yanga Way priority weed inspections



Private property inspections-Silverleaf Nightshade



Field Day-Hudson Pear located at old nursery site in Berrigan Shire

GENERAL PARKS OPERATIONS:

Town Maintenance- All locations as per service delivery.	Mowing- As per service delivery plans	Roadside Mowing- As per service delivery plans. Reduced due to dry weather conditions.
Arborist Services- Moulamein Township Street trees, Moulamein South Recreation Reserve, Picnic Point caravan park,	Horticulture: as per service delivery. Garden bed weed spraying. Mathoura- Opitz Park tree pruning and weed removal. Garden bed weed control completed all locations.	Cemeteries- Multiple burials-All locations. Moulamein Cemetery boundary trees cleaned up and removed.
Irrigation maintenance: All locations. Some parks irrigation reduced based on service levels. Multiple GSI controller replacements due to in field failures. Manual tree watering	Sportsgrounds: Barham- Sportsfield verti drain, Moama- Insecticide application, Moulamein South Rec Reserve tree pruning for light tower clearances. Increased irrigation during warm periods. Moama-Cricket finals preparation.	Park Furniture: Moulamein Lake bin enclosures delivered. BBQ replacements x 2 Moama Adventure Playground
OTHER: Multiple new sub division landscapes handed to MRC in Moama-The Vines Estate entry, street trees and Drainage reserve. The Range Stages 1,2 & 3 inspected for handover late March 24. OTHER: Moama beach reinstatement	OTHER: Moama Perricoota Parklands Stage 1 opens space & street trees inspected for commencement of 12 month maintenance period.	OTHER: Playgrounds quarterly inspection completed.

murray river council Monthly Operational Report – February 2024 Parks, Gardens, Open Spaces and Biosecurity



Moulamein Lake Upgrades



The Range Estate Entry- Inspection for handover



The Vines Estate-Handover to MRC



The Vine Estate Drainage Reserve

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
	Injury/illness or property damage to users of Council's recreational spaces	Regular inspection and maintenance Remote Supervision signage	Project - Ensure all required signage is erect and visible	●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

Biosecurity

- First meeting held via teams for the NSW & VIC on-ground weeds working group. This was a meeting between Government organisations and private sector business on each side of the Murray River to discuss current weed issues and share information between each other. This was organised by MRC and Murray LLS.
- Attended the Murray Regional Weeds Committee meeting in Tocumwal and Tim Moodie was nominated and elected as the new Chairperson of the Murray RWC.
- Invited to NSW/VIC state weeds meeting to give an update on what has been happening within MRC.
- Field day. Hudson pear and other prickly pears varieties found at an old nurse in Berrigan Shire. The MRC Biosecurity team attended to get a look at this weed and understand its negative impacts on the environment.
- Increasing cross agency engagement. Traffic NSW asked MRC to inspect roadsides for priority weeds before they slash them, reduce the potential to spread weeds throughout MRC boundaries.

Parks:

- Handover of New Estate landscaping at in Moama. The Vines Estate, The Range Estate Stages 1,2 & 3 currently pending for handover in mid March 24.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**Highlights**

- Koraleigh Lighting Upgrade Completed
- Contract awarded to Quarrel Civil Construction for Horseshoe Lagoon Landscaping
- Design Commenced for Moama Wharf Balustrade Upgrade
- First meeting held via teams for the NSW & VIC on-ground weeds working group. This was a meeting between Government organisations and private sector business on each side of the Murray River to discuss current weed issues and share information between each other. This was organised by MRC and Murray LLS.
- Attended the Murray Regional Weeds Committee meeting in Tocumwal and Tim Moodie was nominated and elected as the new Chairperson of the Murray RWC.
- Biosecurity Officers invited to NSW/VIC state weeds meeting to give an update on what has been happening within MRC.
- Field day. Hudson pear and other prickly pears varieties found at an old nursesey in Berrigan Shire. The MRC Biosecurity team attended to get a look at this weed and understand its negative impacts on the environment.
- Increasing cross agency engagement. Traffic NSW asked MRC to inspect roadsides for priority weeds before they slash them, reduce the potential to spread weeds throughout MRC boundaries.
- Moulamein Lake Upgrades closer to completion
- Multiple new large subdivision landscapes and parks handed over to Council in Moama. Areas include Estate entries, Street trees, drainage reserves and irrigated park lands.
- New staff member started in Barham. West team now back to full strength

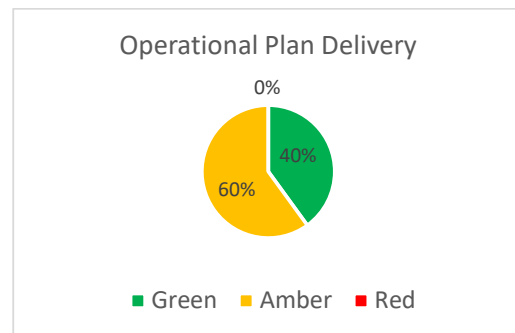
Threats:

- Increased poor social behaviours and vandalism at Moama Wharf-Ongoing
- High vegetation growth rates following higher summer rainfall.
- Current hot weather turning priority weeds to seed early potentially impacting next season germination and spread.
- High customer expectations for service delivery in Parks.
- Increase in general requests and complaints for service due to reduction of service levels in some areas to reduce ongoing operational costs.
- Staff shortages due to multiple resignations in Moama impacting operational service delivery. Recruitment in progress.
- Continued growth of Moama impacting on service delivery capacity with existing FTE numbers.

PART A: Section Accountabilities and Team Roles

Manager Waste and Regulatory Services – Brian Holmes	Coordinator Compliance Ranger	Coordinator Waste Management	Environmental Health Coordinator	Business Unit Support Officer																																																																																																																																																						
<p>To ensure quality programs and initiatives are provided to Council in the delivery of Waste and Regulatory services. Ensure the ratepayers are provided with appropriate, effective and efficient services, which encourage the community in the areas of recycling and waste minimisation. Provide strong leadership and direction to the waste and compliance team in relation to legislation, projects and operations.</p> <p>Areas of Focus/Accountability: Compliance & Regulatory management, Waste and recycling kerbside and street management, Waste facility management.</p>	<p>To provide high quality monitoring, control and awareness programs and initiatives to ensure compliance by the community with statutory requirements for environmental and animal control standards, as well as investigate, action, and represent Council in relation to complaints and breaches in legislation and local government laws and to prepare documentation and represent Council in Court hearings within the scope of the position.</p> <p>Areas of Focus/Accountability: Compliance operations, Staff rostering and on call, Companion animals, Parking and abandoned vehicles, unauthorised signage, and animal management, POEO and any legislation applicable to MRC and its constituents.</p>	<p>To provide leadership to the Waste Management team to achieve Council’s Waste Strategy objectives and outcomes with a focus on teamwork, service delivery, productivity, and customer service, as well as ensuring ratepayers are provided with appropriate, effective, and efficient provision of waste related services, which encourages and educates the community in all areas of waste minimisation and recycling</p> <p>Areas of Focus/Accountability: Waste facility operation, kerbside & street litter collection operation, waste customer service and resource recovery.</p>	<p>The objective of this role is to provide a very high level of effective and efficient environmental services support to customers of Murray River Council in accordance with set policies and procedures and legislative requirements.</p> <p>Areas of Focus/Accountability: Underground petroleum storage systems management of compliance, Liquid trade waste agreements compliance, Regulating food premises and food vans, Pool inspections/ compliance</p>	<p>To provide a high standard of administrative support to the Waste and Regulatory Services Business Unit through effective, efficient, and flexible customer service. Coordinate the business unit’s day to day diary management, meetings, training needs, phone calls & purchasing requirements in an effective and efficient manner. Collate and collect data to work with team members to drive the business unit forward and capture any operational data to tighten efficiencies.</p> <p>Areas of Focus/Accountability: Waste and Compliance customer service, work scheduling, administration, data collection and project functions.</p>																																																																																																																																																						
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Waste to Energy</td></tr> <tr><td>B</td><td>Development Services Investigations</td></tr> <tr><td>B</td><td>Parking Management</td></tr> <tr><td>B</td><td>Commercial Waste Management</td></tr> <tr><td>B</td><td>Domestic Waste Management</td></tr> <tr><td>B</td><td>Waste Transfer Station Management</td></tr> <tr><td>B</td><td>Construction Materials Recycling and Disposal Management</td></tr> <tr><td>B</td><td>Landfill Sites</td></tr> <tr><td>B</td><td>Public Roadside Bin Management</td></tr> <tr><td>B</td><td>Public Health Management</td></tr> <tr><td>B</td><td>Management of unauthorised Activity</td></tr> <tr><td>B</td><td>Management of unauthorised Activity Fires/Firewood & Camping</td></tr> <tr><td>B</td><td>Pollution Regulation</td></tr> <tr><td>B</td><td>Management of UPSS</td></tr> <tr><td>B</td><td>Management of Illegal Dumping</td></tr> <tr><td>B</td><td>Animal Regulatory Service Management</td></tr> <tr><td>P</td><td>Illegal Dumping (Waste and Other)</td></tr> <tr><td>P</td><td>Illegal Dumping Systems and Processes</td></tr> </tbody> </table>	SBPO	Accountability	B	Waste to Energy	B	Development Services Investigations	B	Parking Management	B	Commercial Waste Management	B	Domestic Waste Management	B	Waste Transfer Station Management	B	Construction Materials Recycling and Disposal Management	B	Landfill Sites	B	Public Roadside Bin Management	B	Public Health Management	B	Management of unauthorised Activity	B	Management of unauthorised Activity Fires/Firewood & Camping	B	Pollution Regulation	B	Management of UPSS	B	Management of Illegal Dumping	B	Animal Regulatory Service Management	P	Illegal Dumping (Waste and Other)	P	Illegal Dumping Systems and Processes	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Dead Animals Side of Rural Roads</td></tr> <tr><td>B</td><td>Fire/Fuel Hazard</td></tr> <tr><td>B</td><td>Mosquito Population</td></tr> <tr><td>P</td><td>Pollution Regulation</td></tr> <tr><td>P</td><td>Unauthorised Activity (Fire, Firewood Collection and Camping)</td></tr> <tr><td>P</td><td>Animal Regulatory Service</td></tr> <tr><td>P</td><td>Dead Animals Side of Rural Road</td></tr> <tr><td>P</td><td>Fire/Fuel Hazard</td></tr> <tr><td>P</td><td>Processes and Systems for Unauthorised Activity</td></tr> <tr><td>O</td><td>Companion Animal Regulatory Service</td></tr> <tr><td>O</td><td>Illegal Dumping Regulatory Service</td></tr> <tr><td>O</td><td>External Signage Compliance</td></tr> <tr><td>O</td><td>Dead Animals Side of Rural Roads</td></tr> <tr><td>O</td><td>Pollution Regulation</td></tr> <tr><td>O</td><td>Identification of Fire/Fuel Hazard</td></tr> <tr><td>O</td><td>Unauthorised Activity (Fire, Firewood and Camping) Investigation</td></tr> <tr><td>O</td><td>Pest Management Public Health Regulatory Service</td></tr> <tr><td>O</td><td>Unauthorised Activity Investigation Service</td></tr> <tr><td>O</td><td>Parking and Traffic Regulatory Service</td></tr> <tr><td>O</td><td>Mosquito population compliance management</td></tr> <tr><td>O</td><td>Private Building and Planning Compliance</td></tr> </tbody> </table>	SBPO	Accountability	B	Dead Animals Side of Rural Roads	B	Fire/Fuel Hazard	B	Mosquito Population	P	Pollution Regulation	P	Unauthorised Activity (Fire, Firewood Collection and Camping)	P	Animal Regulatory Service	P	Dead Animals Side of Rural Road	P	Fire/Fuel Hazard	P	Processes and Systems for Unauthorised Activity	O	Companion Animal Regulatory Service	O	Illegal Dumping Regulatory Service	O	External Signage Compliance	O	Dead Animals Side of Rural Roads	O	Pollution Regulation	O	Identification of Fire/Fuel Hazard	O	Unauthorised Activity (Fire, Firewood and Camping) Investigation	O	Pest Management Public Health Regulatory Service	O	Unauthorised Activity Investigation Service	O	Parking and Traffic Regulatory Service	O	Mosquito population compliance management	O	Private Building and Planning Compliance	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Domestic Waste</td></tr> <tr><td>P</td><td>Commercial Waste</td></tr> <tr><td>P</td><td>Public Roadside Bins</td></tr> <tr><td>P</td><td>Waste Transfer Stations</td></tr> <tr><td>P</td><td>Landfill Sites</td></tr> <tr><td>P</td><td>Construction materials recycling and disposal</td></tr> <tr><td>O</td><td>Collection & Removal of Waste from Transfer Station</td></tr> <tr><td>O</td><td>Delivery of Kerbside Waste Service</td></tr> <tr><td>O</td><td>Commercial Waste Delivery Service</td></tr> <tr><td>O</td><td>Public Roadside Bin Management</td></tr> <tr><td>O</td><td>Landfill Disposals</td></tr> <tr><td>O</td><td>Customer Service at Transfer Stations</td></tr> <tr><td>O</td><td>Construction materials recycling and disposal</td></tr> <tr><td>O</td><td>Landfill Services</td></tr> </tbody> </table>	SBPO	Accountability	P	Domestic Waste	P	Commercial Waste	P	Public Roadside Bins	P	Waste Transfer Stations	P	Landfill Sites	P	Construction materials recycling and disposal	O	Collection & Removal of Waste from Transfer Station	O	Delivery of Kerbside Waste Service	O	Commercial Waste Delivery Service	O	Public Roadside Bin Management	O	Landfill Disposals	O	Customer Service at Transfer Stations	O	Construction materials recycling and disposal	O	Landfill Services	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Regulated Food Premises</td></tr> <tr><td>P</td><td>Public Health (Hairdressing, beauty and skin penetration)</td></tr> <tr><td>P</td><td>Public Pool Health Compliance</td></tr> <tr><td>P</td><td>Onsite domestic wastewater applications</td></tr> <tr><td>P</td><td>UPSS Projects</td></tr> <tr><td>P</td><td>Liquid Trade Waste</td></tr> <tr><td>O</td><td>UPSS Regulatory Service</td></tr> <tr><td>O</td><td>Public Health (Hairdressing, beauty and skin penetration)</td></tr> <tr><td>O</td><td>Regulated Food Premises</td></tr> <tr><td>O</td><td>Public Pool Health Compliance</td></tr> <tr><td>O</td><td>Onsite domestic Wastewater applications</td></tr> <tr><td>O</td><td>Liquid Trade Waste</td></tr> </tbody> </table>	SBPO	Accountability	P	Regulated Food Premises	P	Public Health (Hairdressing, beauty and skin penetration)	P	Public Pool Health Compliance	P	Onsite domestic wastewater applications	P	UPSS Projects	P	Liquid Trade Waste	O	UPSS Regulatory Service	O	Public Health (Hairdressing, beauty and skin penetration)	O	Regulated Food Premises	O	Public Pool Health Compliance	O	Onsite domestic Wastewater applications	O	Liquid Trade Waste	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Compliance Administration</td></tr> <tr><td>P</td><td>Waste Administration</td></tr> <tr><td>O</td><td>Waste Administration</td></tr> <tr><td>O</td><td>Compliance Administration</td></tr> <tr><td>O</td><td>Environmental Health Administration</td></tr> </tbody> </table>	SBPO	Accountability	P	Compliance Administration	P	Waste Administration	O	Waste Administration	O	Compliance Administration	O	Environmental Health Administration
SBPO	Accountability																																																																																																																																																									
B	Waste to Energy																																																																																																																																																									
B	Development Services Investigations																																																																																																																																																									
B	Parking Management																																																																																																																																																									
B	Commercial Waste Management																																																																																																																																																									
B	Domestic Waste Management																																																																																																																																																									
B	Waste Transfer Station Management																																																																																																																																																									
B	Construction Materials Recycling and Disposal Management																																																																																																																																																									
B	Landfill Sites																																																																																																																																																									
B	Public Roadside Bin Management																																																																																																																																																									
B	Public Health Management																																																																																																																																																									
B	Management of unauthorised Activity																																																																																																																																																									
B	Management of unauthorised Activity Fires/Firewood & Camping																																																																																																																																																									
B	Pollution Regulation																																																																																																																																																									
B	Management of UPSS																																																																																																																																																									
B	Management of Illegal Dumping																																																																																																																																																									
B	Animal Regulatory Service Management																																																																																																																																																									
P	Illegal Dumping (Waste and Other)																																																																																																																																																									
P	Illegal Dumping Systems and Processes																																																																																																																																																									
SBPO	Accountability																																																																																																																																																									
B	Dead Animals Side of Rural Roads																																																																																																																																																									
B	Fire/Fuel Hazard																																																																																																																																																									
B	Mosquito Population																																																																																																																																																									
P	Pollution Regulation																																																																																																																																																									
P	Unauthorised Activity (Fire, Firewood Collection and Camping)																																																																																																																																																									
P	Animal Regulatory Service																																																																																																																																																									
P	Dead Animals Side of Rural Road																																																																																																																																																									
P	Fire/Fuel Hazard																																																																																																																																																									
P	Processes and Systems for Unauthorised Activity																																																																																																																																																									
O	Companion Animal Regulatory Service																																																																																																																																																									
O	Illegal Dumping Regulatory Service																																																																																																																																																									
O	External Signage Compliance																																																																																																																																																									
O	Dead Animals Side of Rural Roads																																																																																																																																																									
O	Pollution Regulation																																																																																																																																																									
O	Identification of Fire/Fuel Hazard																																																																																																																																																									
O	Unauthorised Activity (Fire, Firewood and Camping) Investigation																																																																																																																																																									
O	Pest Management Public Health Regulatory Service																																																																																																																																																									
O	Unauthorised Activity Investigation Service																																																																																																																																																									
O	Parking and Traffic Regulatory Service																																																																																																																																																									
O	Mosquito population compliance management																																																																																																																																																									
O	Private Building and Planning Compliance																																																																																																																																																									
SBPO	Accountability																																																																																																																																																									
P	Domestic Waste																																																																																																																																																									
P	Commercial Waste																																																																																																																																																									
P	Public Roadside Bins																																																																																																																																																									
P	Waste Transfer Stations																																																																																																																																																									
P	Landfill Sites																																																																																																																																																									
P	Construction materials recycling and disposal																																																																																																																																																									
O	Collection & Removal of Waste from Transfer Station																																																																																																																																																									
O	Delivery of Kerbside Waste Service																																																																																																																																																									
O	Commercial Waste Delivery Service																																																																																																																																																									
O	Public Roadside Bin Management																																																																																																																																																									
O	Landfill Disposals																																																																																																																																																									
O	Customer Service at Transfer Stations																																																																																																																																																									
O	Construction materials recycling and disposal																																																																																																																																																									
O	Landfill Services																																																																																																																																																									
SBPO	Accountability																																																																																																																																																									
P	Regulated Food Premises																																																																																																																																																									
P	Public Health (Hairdressing, beauty and skin penetration)																																																																																																																																																									
P	Public Pool Health Compliance																																																																																																																																																									
P	Onsite domestic wastewater applications																																																																																																																																																									
P	UPSS Projects																																																																																																																																																									
P	Liquid Trade Waste																																																																																																																																																									
O	UPSS Regulatory Service																																																																																																																																																									
O	Public Health (Hairdressing, beauty and skin penetration)																																																																																																																																																									
O	Regulated Food Premises																																																																																																																																																									
O	Public Pool Health Compliance																																																																																																																																																									
O	Onsite domestic Wastewater applications																																																																																																																																																									
O	Liquid Trade Waste																																																																																																																																																									
SBPO	Accountability																																																																																																																																																									
P	Compliance Administration																																																																																																																																																									
P	Waste Administration																																																																																																																																																									
O	Waste Administration																																																																																																																																																									
O	Compliance Administration																																																																																																																																																									
O	Environmental Health Administration																																																																																																																																																									

PART B: 4 Year Delivery Program and 1 Year Operational Plan

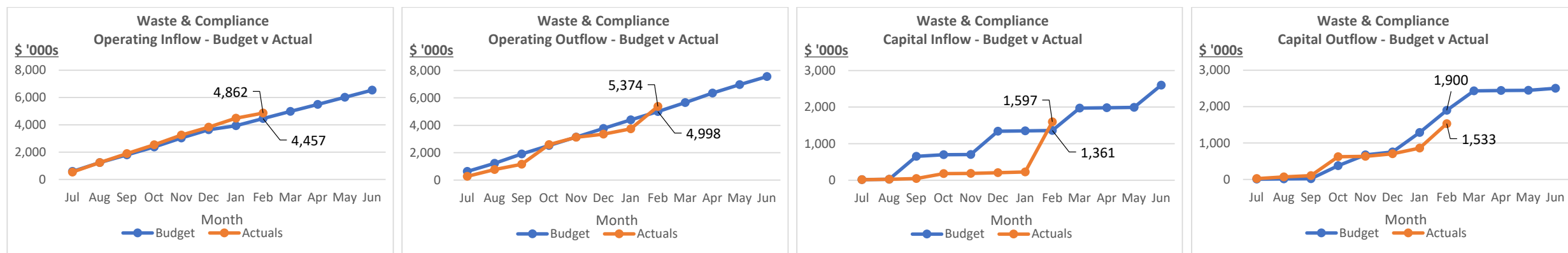


Under the 4-year Delivery Plan, the *Section* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Planning and Environment Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 1 – Goal 1 - Facilitate Circular Economy									
1.1- Designing and promoting products that last and that can be reused, repaired and remanufactured									
An increase of waste diversions of reclaimed, recycled and remanufactured materials out of the landfill sites. <i>(S DPE)</i>	Deliver, Partner, Advocate	(DP 1.1.1) Plan for and build an Automated Depot to recycle bottles and cans at Moama Landfill.	B: MWCS P: CWS O: CWS	✓	✓			Civil construction activities are complete, the shed fabricator has poured the footings and slab and erection of structural steel for the shed will commence early March.	●
Theme 1 – Goal 1 - Facilitate Circular Economy									
1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. <i>(S DPE)</i>	Deliver	(DP 1.2.1) Encourage Council’s Community to participate in the National Garage Sale Trail. Council to support the National Garage Sale Campaign.	B: MWCS P: CWS O: MCE	✓	✓	✓	✓	Promotion of the Garage Sale Trail will be undertaken in the lead up to the event in November.	●
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment									
1.5 - Landfill Rehabilitation works									
Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years. <i>(S DPE)</i>	Deliver	(DP 1.5.1) Upgrades to landfills and transfer stations to be carried out on a risk-based approach.	B: MWCS P: MWCS O: CW	✓	✓	✓	✓	Landfill Risk Assessment project is complete, and outputs have been included in the 10 Year Waste Capital Program. Transfer Station upgrade designs are being completed for all other sites and will also be included in the 10 Year Waste Capital Program. Projects will then be prioritised for delivery over the coming years giving consideration to risk presented and available funding. The design for the push pit at Moama Waste Management Facility is being assessed for currency and upgraded to tender ready so construction can commence early in the 2024/25 financial year.	●
Theme 3 – Goal 3 – Delivering best practice and compliant waste and recycling service and infrastructure that meets community needs.									
3.9 – Kerbside, landfill and waste collection services and facilities									
Design and implementation of the Food Organics and Garden Organics (FOGO) program. <i>(S DPE)</i>	Deliver	(DP 3.9.1) FOGO kerbside collection service rolled out to all townships across the Local Government Area	B: MWCS P: CW O: CW	✓					●

Develop & begin implementation of the Waste Management Strategy. (S DPE)	Deliver	(DP 3.9.2) Additional waste and recycling options investigated and actioned as per the strategy.	B: MWCS P: CW O: CW	✓	✓	✓	✓	This is an ongoing action that is considered by the Waste Unit continuously.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.14 – Public Space Waste and Recycling									
Investigate and implement a program for waste and recycling bins in public spaces. (S DPE)	Deliver	(DP 3.14.2) Ongoing installation of public space waste and recycling services across the region	B: MWCS P: O:	✓	✓	✓	✓	Public space waste and recycling services are considered adequate.	●

PART C: Financial Outcomes



PART D: Project Status

Waste

- The Automated Depot project has progressed with the slab being poured along with foundations and rough in of services into the slab. During February the site was handed over to BLT Fabrication, they have prepared the site and mobilised equipment and materials. March will see shed erection completed.
- The Leachate Pond project has now come to an end with a Practical Completion Inspection conducted between the contractor (Northern Construction Group) and Council with only minor defects to be finalised prior to the complete handover of the site.
- The latest Trimble 3D GPS has been installed in the Cat 816 landfill compactor providing real time data to Council officers and operators about site levels, waste compaction and provide guidance to the operators on when they meet ideal compaction. As the site is getting closer to final design heights the machine guidance and mapping is proving to be very helpful to operators. Staff can also determine the remaining volume or volume of airspace consumed each day in relation to weighbridge tonnage and have an accurate idea of the life left at the site.
- A project to investigate the suitability of the northern block (adjacent to the current landfill) for landfilling commenced with concept designs being developed, survey data collected, soil drilling and pothole sampling undertaken to classify the soil from surface to depth. Results of this work should be provided shortly. Task 1 of the new landfill design has been completed with concept designs provided to Council.
- A landfill gas pumping trial was awarded to Run Energy after receiving 2 out of 3 proposals within the RFQ deadline. This project will now coincide with the connection of the leachate pumps and vertical leachate risers to save on mobilisation and overall costs to Council by working the two projects simultaneously.
- Bunnaloo and Womboota bin stations are set for closure at the end of April. Waste has worked with the Communications team to generate a letter which will be provided to all residents surrounding the bin stations.
- A yabby trap collection project was established to target illegal yabby traps in conjunction with Ozfish for the month of February and has been successful with a 1 cubic metre IBC filled with the targeted illegal yabby traps.

Compliance

- Fire prevention inspections are complete, Officer are now dealing with complaints as they are reported to Council. Currently there are no fire hazards outstanding.
- Familiarisation with the TechOne Compliance Module continues.
- The mosquito trapping program continues, numbers of mosquitos have reduced.

Environmental Health

- Testing of the TechOne Compliance Module was prioritised at the beginning of the month and many issues and gaps were identified. Testing has been postponed while the TechOne team work on rectifying the faults.
- Mosquito education packs were delivered to primary schools across the LGA with a couple of spare boxes going to the Barham library for distribution to children who attend the library sessions. The packs contained a short picture story about how to protect yourself against mosquitos, a three coloured highlighter with the NSW mosquito protection shield picture on it, a pencil case and some stickers.
- Work has continued on the draft policy and guidelines for Mobile and Temporary food businesses.
- Six germs and handwashing education sessions were held at the Moama preschool and the children took part in the Gliterbug handwashing activity.
- A food handler hygiene and food safety information session was held in Moulamein at the request of staff across four food businesses in Moulamaien. The next one will be held in Barham following multiple requests from food handlers in the Barham area.
- EHC attended an online webinar and networking meeting for contaminated lands in NSW LGAs.



PART E: Business as Usual

Waste

- New staff member Dan O'Neill commenced at the Moama Waste Facility and has hit the ground running and is fitting into the team very nicely.
- Recruitment will commence shortly to staff the Moulamein Waste Facility following Bob Brewer announcing his retirement.
- Staff attended the Mandalay user forum to ensure Council is getting the most out of the weighbridge and customer service platform used at waste facilities with improvements already made to the data collected.
- The Automated Depot and Moama Waste Facility fully electric forklift was delivered to site.
- Waste staff attended the official opening of the \$8M Construction and Demolition Materials Recovery Facility located at Albury City Councils Waste Facility which will divert up to 30,000 tonnes of waste from landfill.

Environmental Health

- Food safety assessments continued in Moama and Barham
- In the lead up to River Daze an additional seven food vans were registered with MRC and inspections completed where necessary to ensure they were compliant and providing safe food to the community.
- A large amount of insect repellent was also provided to the event organisers of River Daze to distribute to patrons.

- Inspections of public swimming pools have continued.
- EHC presented to ELT about the many different roles and responsibilities carried out in the Environmental Health space. ELT have requested the presentation be presented at a Council meeting in May to provide the councillors a better understanding about Environmental Health at Council.

Compliance

- Impounded animals (dogs and cats) have reduced from the previous month.
- Three dogs have been declared menacing during February due to minor dog attack.



Freshly poured concrete slab at the Automated Depot shed Moama Waste Management Facility



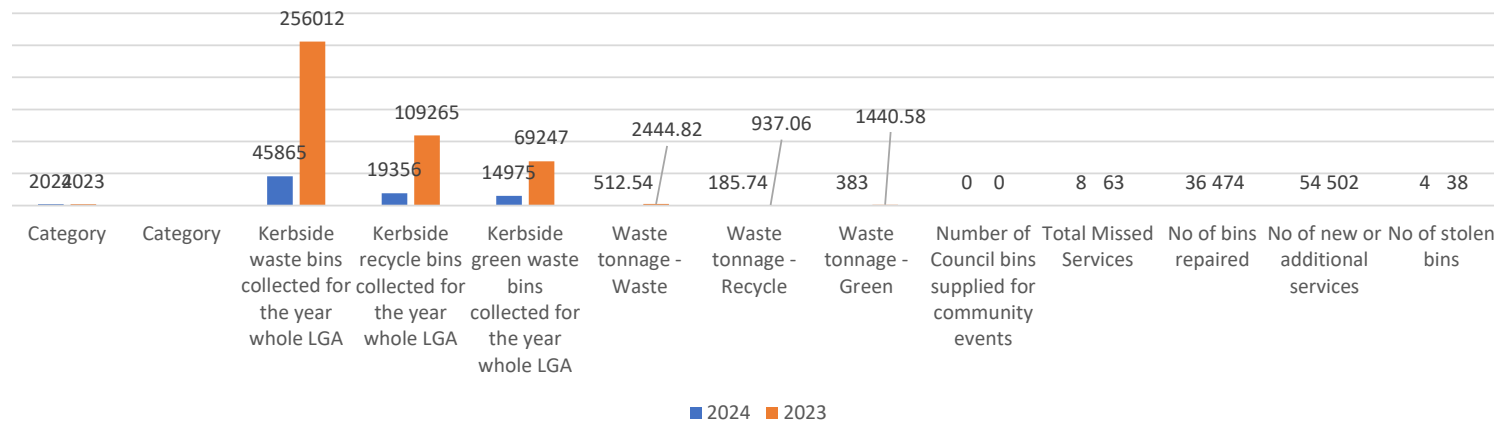
Electric forklift delivered to the Moama Waste Management Facility for the Automated Depot



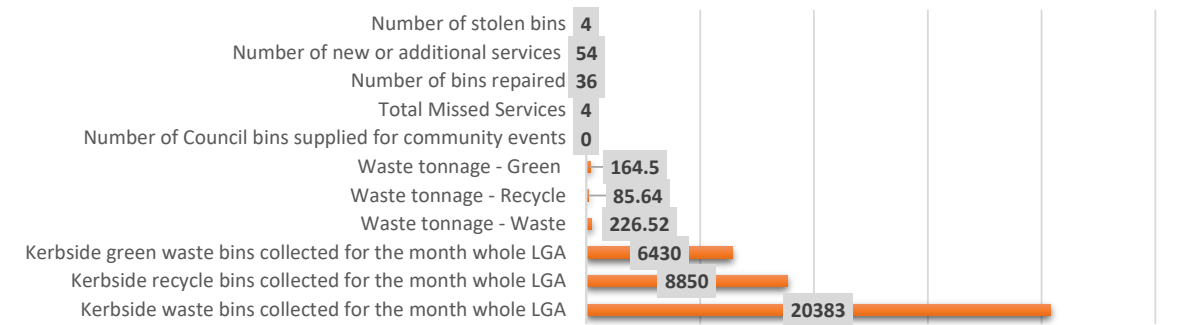
Official opening of the Albury Commercial and Industrial Materials Recovery Facility.

PART F: Service Metrics

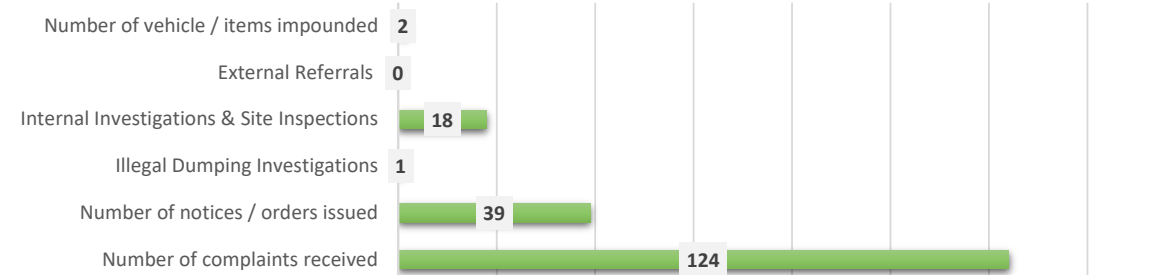
Waste Services - Yearly totals



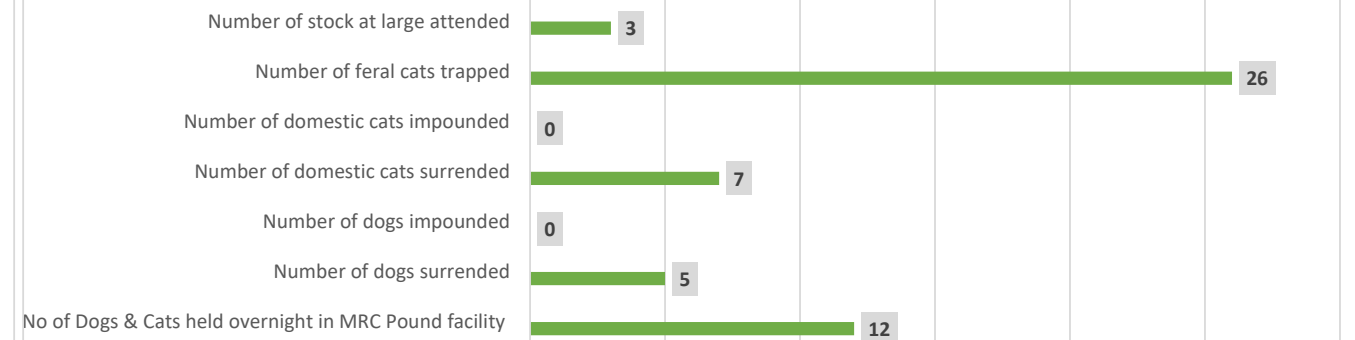
Waste Services



Compliance - Investigations




Compliance - Animals









Compliance - Fire Reduction



Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
------	--------------------	-------------------	---

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
12/09/22	No CCTV cameras at Barham Pound facility. High risk to on call Ranger who may be required to attend 24/7 should a break in occur. Identify / reduce incidents.	No existing controls.	Inspection conducted by MRC IT, 2x cameras to be installed and mobile access provided to all on call Rangers. IT to provide recommendation and advise time of completion.	
09/05/2021	Public dropping waste at Moama landfill directly to cell around heavy equipment.	Low height skip bins placed at the front of house to get majority of the public to drop into these and have them transferred to the waste cell.	The design for the push pit at Moama Waste Management Facility is being assessed for currency and upgraded to tender ready so construction can commence early in the 2024/25 financial year.	
09/05/2021	Barham and Wakool waste facility fencing is damaged and outdated providing easy unauthorised.	Boundary checks and facility monitoring.	Budget to upgrade fencing at both locations. Barham complete, Wakool a component of current Upgrade Design and Quantity Survey Project.	
28/05/2022	Working in isolation/ limited phone signal / locating team members	Phone calls and team meetings to understand members work	Remote and Isolated Work Risk Assessment completed. GPS vehicle and personal GPS locators installed in all vehicles. Call centre identified to monitor after hours call outs. 3x units fitted. 1x unit to be installed.	
29/08/2022	Exposure to Japanese Encephalitis Virus through mosquito trapping and working outdoors.	Long sleeve clothing and insect repellent spray	Environmental Health Coordinator and Rangers have received Japanese Encephalitis Vaccination	

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

- Bob Brewer is set to retire shortly after 7 years of service for Council at the Moulamein Waste facility. Such an amazing achievement and we value Bob highly and appreciate his efforts over the past 7 years.

Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

murray river council Monthly Operational Report – February 2024 Infrastructure Directorate

PART A: Section Accountabilities and Team Roles

Director of Infrastructure – Jack Bond

Aligning and giving direction for all Council infrastructure of the Council region.
A focus of ensuring an adequate level of service and expectation is delivered for our communities.

Accountabilities

#	SBPO	Accountability
	S	Water and Sewerage
	S	Transport Services
	S	Strategic Assets
	S	Project Management Office
	S	Infrastructure Integration
	S	Intergovernmental Relations – Infrastructure
	B	Intergovernmental Relations – Operations and Major Projects
	B	Bridge Collapse Planning

Key Performance Indicator	Evidence/Comments:	● ● ●
By Nov 23 Investigate and work with other councils to harvest synergies.	Monthly meeting with Edward, Berrigan, and Murrumbidgee Director Engineering. Meet with Balranald Council to assist Kyalite community for better water access.	●
By Dec 23 lead the council wide energy reduction and management program: investigate, plan, business case, funding and delivery.	Energy Efficiency projects being prioritized. Federal Government have announced funding for Local Government Energy Efficiency Projects that will have guidelines released in December.	●
Consider opportunities to on-sell services, eg other councils, Transport for NSW etc		●
Flood expenditure under the DRFA to be claimed and reimbursed within 6 months.	Yes. Refer to Works update for up to date break down of submission	●
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regards to infrastructure issues and policies.		●
Manage the development of extra capacity in relation to the Water Filtration Plant, trunk mains, and corresponding sewerage transportation and treatment systems.	Discussions with Transport for NSW to use the old house behind Woolworths as a potential site for more water storage.	●
Continue to strongly advocate and liaise with Transport for NSW and Swan Hill Regional Council to further the replacement of the one-lane bridge across the Murray River	Councils now both aligned on the alignment.	●

PART A: Section Accountabilities and Team Roles

Manager Water Services – Phillip Smith	Manager Infrastructure Projects – Onesimo Mukodi	Manager Plant, Fleet and Stores – Chris Godfrey	Manager Works – Ricki Thompson	Manager Building and Facilities – Glenn Bulmer																																																																																																																																																																																																																																																																																																																																													
<p>This team is now solely focused on implementation and the “doing”.</p> <p>This team will provide these services based on service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> Water source access (including alternative supply options) Water and wastewater treatment processes Water distribution and quality Waterwater collection Water efficiency and reuse Emergency Services and After Hours Response <p>Their work will include:</p> <ul style="list-style-type: none"> Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection & repair, planned and unplanned pipe maintenance, pump operations and repair, customer response. 	<p>This group will be a one-stop-shop for all things Project Management.</p> <ol style="list-style-type: none"> technical advice and information to the rest of the organisation Delivery Manager for some projects (almost all hard assets) <p>If you have a ‘soft’ asset project it can still be handled here.</p> <p>Their services include:</p> <ul style="list-style-type: none"> Scoping, Pricing, documentation Designing, project managing, on-site supervision Cost planning, procurement and contract administration, writing tenders, advertising and auditing. <p>Next year Business Managers must bid for projects and provide a Business Case & use the MRC Project Management Framework. This team will provide advice on high level costing & scope of the project, then if successful in getting funding through ELT & Council, provide a detailed project brief, cost plan and project management (the delivery management).</p>	<p>This team will manage Council’s Commercial Functions that are the responsibility of Public Works</p> <ul style="list-style-type: none"> Fleet – heavy and light Stores - buying Depots – facilities management and optimisation <p>O Including Real Estate services (Delivery Management) to other Business Managers who are responsible for building assets (eg community buildings, park buildings)</p> <p>O Leases, Deeds high level agreements to do with all property issues. (Not to be confused with Building Maintenance or Building Asset Management Planning)</p> <p>This team will also provide commercial due diligence on any proposed “money making” projects within the Organisation.</p>	<p>This team is now solely focused on implementation and the “doing”.</p> <p>Ricki is the Implementation Agent</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> Civil Works Roads Bridges Ancillary furniture Emergency Services and After Hours Response <p>Their work will include:</p> <p>Roads, Footpaths, Stormwater, , Bridges, Signage and Linkemarking, Bus shelters, Seats, Street scaping, Kerb and gutter, pavements, Verges, Traffic islands, Streetlighting etc</p>	<p>Manage the ongoing viability of Council’s approximately 300 buildings and facilities through robust asset management plans and practices.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Manage the annual capital and operational budgets.</p>																																																																																																																																																																																																																																																																																																																																													
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td></td><td>Potable Water</td></tr> <tr><td>B</td><td></td><td>Sewer System</td></tr> <tr><td>B</td><td></td><td>SCADA</td></tr> <tr><td>B</td><td></td><td>Stormwater & Sewerage Reuse</td></tr> <tr><td>B</td><td></td><td>Stormwater Pipe and Pump Network</td></tr> <tr><td>B</td><td></td><td>Planning for Utilities Failure</td></tr> <tr><td>B</td><td></td><td>Water Quality & Reuse</td></tr> <tr><td>B</td><td></td><td>Water Meters</td></tr> <tr><td>B</td><td></td><td>Liquid Trade Waste</td></tr> <tr><td>B</td><td></td><td>Water Administration</td></tr> <tr><td>B</td><td></td><td>Raw Water</td></tr> <tr><td>B</td><td></td><td>Public Health (Water)</td></tr> <tr><td>B</td><td></td><td>Water Meter Application Registers</td></tr> <tr><td>P</td><td></td><td>Utilities Failure Planning</td></tr> <tr><td>P</td><td></td><td>Internal Water Supply</td></tr> <tr><td>P</td><td></td><td>Public Health (Water) Projects</td></tr> <tr><td>P</td><td></td><td>Water Meters</td></tr> <tr><td>O</td><td></td><td>Utilities Failure</td></tr> <tr><td>O</td><td></td><td>Setting Water and Wastewater Annual Charges</td></tr> <tr><td>O</td><td></td><td>Stormwater Pipe and Pump Network</td></tr> <tr><td>O</td><td></td><td>Caravan Park Maintenance Water Services</td></tr> <tr><td>O</td><td></td><td>Monitoring and Renewal of Water Licensing</td></tr> </tbody> </table>	#	SBPO	Accountability	B		Potable Water	B		Sewer System	B		SCADA	B		Stormwater & Sewerage Reuse	B		Stormwater Pipe and Pump Network	B		Planning for Utilities Failure	B		Water Quality & Reuse	B		Water Meters	B		Liquid Trade Waste	B		Water Administration	B		Raw Water	B		Public Health (Water)	B		Water Meter Application Registers	P		Utilities Failure Planning	P		Internal Water Supply	P		Public Health (Water) Projects	P		Water Meters	O		Utilities Failure	O		Setting Water and Wastewater Annual Charges	O		Stormwater Pipe and Pump Network	O		Caravan Park Maintenance Water Services	O		Monitoring and Renewal of Water Licensing	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td></td><td>Project Office Development and Management</td></tr> <tr><td>B</td><td></td><td>Flood Studies Management</td></tr> <tr><td>B</td><td></td><td>Major Project Framework</td></tr> <tr><td>B</td><td></td><td>Infrastructure Project Stakeholder Engagement</td></tr> <tr><td>B</td><td></td><td>Internal Approvals Part 5</td></tr> <tr><td>P</td><td></td><td>Water Quality & Reuse</td></tr> <tr><td>P</td><td></td><td>Retaining Walls</td></tr> <tr><td>P</td><td></td><td>Project Office Delivery</td></tr> <tr><td>P</td><td></td><td>Infrastructure Projects Stakeholder Engagement</td></tr> <tr><td>P</td><td></td><td>Boat Ramps</td></tr> <tr><td>P</td><td></td><td>Design & Infrastructure Pipe Culverts and Storm Water</td></tr> <tr><td>P</td><td></td><td>Survey, Investigation & Design of Works</td></tr> <tr><td>P</td><td></td><td>Stormwater & Sewerage Reuse</td></tr> <tr><td>P</td><td></td><td>Riverside infrastructure</td></tr> <tr><td>P</td><td></td><td>Sewer System</td></tr> <tr><td>P</td><td></td><td>Bridge Collapse Planning</td></tr> <tr><td>P</td><td></td><td>Flood Preparation and Planning</td></tr> <tr><td>P</td><td></td><td>Internal Approvals Part 5</td></tr> <tr><td>P</td><td></td><td>Raw Water Infrastructure</td></tr> <tr><td>P</td><td></td><td>Bridge Capital Works</td></tr> <tr><td>P</td><td></td><td>Levee Banks</td></tr> <tr><td>P</td><td></td><td>Stormwater Infrastructure</td></tr> </tbody> </table>	#	SBPO	Accountability	B		Project Office Development and Management	B		Flood Studies Management	B		Major Project Framework	B		Infrastructure Project Stakeholder Engagement	B		Internal Approvals Part 5	P		Water Quality & Reuse	P		Retaining Walls	P		Project Office Delivery	P		Infrastructure Projects Stakeholder Engagement	P		Boat Ramps	P		Design & Infrastructure Pipe Culverts and Storm Water	P		Survey, Investigation & Design of Works	P		Stormwater & Sewerage Reuse	P		Riverside infrastructure	P		Sewer System	P		Bridge Collapse Planning	P		Flood Preparation and Planning	P		Internal Approvals Part 5	P		Raw Water Infrastructure	P		Bridge Capital Works	P		Levee Banks	P		Stormwater Infrastructure	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>#r</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td></td><td>Landlord for Depots</td></tr> <tr><td>B</td><td></td><td>Purchasing Outdoor Supplies</td></tr> <tr><td>B</td><td></td><td>Plant, Fleet & Equipment Administration</td></tr> <tr><td>B</td><td></td><td>Light Motor Vehicles (White)</td></tr> <tr><td>B</td><td></td><td>Toll & Fleet</td></tr> <tr><td>B</td><td></td><td>Testing of Pressure Vessels</td></tr> <tr><td>B</td><td></td><td>RFS Asset Management</td></tr> <tr><td>B</td><td></td><td>Plant, Vehicle & Equipment (Yellow) Management</td></tr> <tr><td>P</td><td></td><td>Light Motor Vehicle (White)</td></tr> <tr><td>P</td><td></td><td>Plant, Vehicle & Equipment (Yellow)</td></tr> <tr><td>P</td><td></td><td>Plant, Fleet & Equipment Administration</td></tr> <tr><td>P</td><td></td><td>Toll & Fleet Arrangements</td></tr> <tr><td>P</td><td></td><td>Testing of Pressure Vessels</td></tr> <tr><td>P</td><td></td><td>Depot Management Projects</td></tr> <tr><td>O</td><td></td><td>Purchasing Delivery Service</td></tr> <tr><td>O</td><td></td><td>Purchase of Waste Plant, Fleet & Equipment</td></tr> <tr><td>O</td><td></td><td>Plant, Fleet & Equipment Stakeholder Consultation & Engagement</td></tr> <tr><td>O</td><td></td><td>Chair Plant and Heavy Fleet Liaison Committee</td></tr> <tr><td>O</td><td></td><td>Purchase of Outdoor Plant Vehicle & Equipment (Yellow)</td></tr> </tbody> </table>	#r	SBPO	Accountability	B		Landlord for Depots	B		Purchasing Outdoor Supplies	B		Plant, Fleet & Equipment Administration	B		Light Motor Vehicles (White)	B		Toll & Fleet	B		Testing of Pressure Vessels	B		RFS Asset Management	B		Plant, Vehicle & Equipment (Yellow) Management	P		Light Motor Vehicle (White)	P		Plant, Vehicle & Equipment (Yellow)	P		Plant, Fleet & Equipment Administration	P		Toll & Fleet Arrangements	P		Testing of Pressure Vessels	P		Depot Management Projects	O		Purchasing Delivery Service	O		Purchase of Waste Plant, Fleet & Equipment	O		Plant, Fleet & Equipment Stakeholder Consultation & Engagement	O		Chair Plant and Heavy Fleet Liaison Committee	O		Purchase of Outdoor Plant Vehicle & Equipment (Yellow)	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td></td><td>Hazardous Spills Preparation</td></tr> <tr><td>B</td><td></td><td>Flood Preparation</td></tr> <tr><td>B</td><td></td><td>Kerb & Guttering</td></tr> <tr><td>B</td><td></td><td>Driveways and Crossovers</td></tr> <tr><td>B</td><td></td><td>Town Maintenance Areas</td></tr> <tr><td>B</td><td></td><td>GPS in Graders</td></tr> <tr><td>B</td><td></td><td>Grant Funding Applications for Roads</td></tr> <tr><td>B</td><td></td><td>Ancillary Transport Infrastructure</td></tr> <tr><td>B</td><td></td><td>Traffic Management</td></tr> <tr><td>B</td><td></td><td>Regional Road Repair Program</td></tr> <tr><td>B</td><td></td><td>Road to Recovery Program</td></tr> <tr><td>B</td><td></td><td>Heavy Vehicle Permits</td></tr> <tr><td>B</td><td></td><td>Road Cleaning Management</td></tr> <tr><td>B</td><td></td><td>Transport for NSW Services</td></tr> <tr><td>B</td><td></td><td>Bridge Maintenance</td></tr> <tr><td>B</td><td></td><td>Bridge Capital Works</td></tr> <tr><td>B</td><td></td><td>Streetlights</td></tr> <tr><td>B</td><td></td><td>Geotechnical Infrastructure and Soil Testing</td></tr> <tr><td>B</td><td></td><td>Works Project and Safety Plans</td></tr> <tr><td>B</td><td></td><td>Management of Town Maintenance (Public Furniture – Transport)</td></tr> <tr><td>B</td><td></td><td>Grant Funding applications for Footpaths and Bike paths under RMS</td></tr> <tr><td>B</td><td></td><td>Private Road Maintenance</td></tr> <tr><td>B</td><td></td><td>Emergency Traffic Response Management</td></tr> </tbody> </table>	#	SBPO	Accountability	B		Hazardous Spills Preparation	B		Flood Preparation	B		Kerb & Guttering	B		Driveways and Crossovers	B		Town Maintenance Areas	B		GPS in Graders	B		Grant Funding Applications for Roads	B		Ancillary Transport Infrastructure	B		Traffic Management	B		Regional Road Repair Program	B		Road to Recovery Program	B		Heavy Vehicle Permits	B		Road Cleaning Management	B		Transport for NSW Services	B		Bridge Maintenance	B		Bridge Capital Works	B		Streetlights	B		Geotechnical Infrastructure and Soil Testing	B		Works Project and Safety Plans	B		Management of Town Maintenance (Public Furniture – Transport)	B		Grant Funding applications for Footpaths and Bike paths under RMS	B		Private Road Maintenance	B		Emergency Traffic Response Management	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td></td><td>Building Capital Works</td></tr> <tr><td>B</td><td></td><td>Disability Asset Management Plan</td></tr> <tr><td>B</td><td></td><td>Asset (Non IT) Security</td></tr> <tr><td>B</td><td></td><td>Pest Management (Buildings)</td></tr> <tr><td>B</td><td></td><td>Cleaning Management</td></tr> <tr><td>B</td><td></td><td>Council Building (Pre 2004) Asbestos Register</td></tr> <tr><td>B</td><td></td><td>Open Spaces amenity buildings and facilities (public amenities, structures, BBQ’s, public furniture)</td></tr> <tr><td>B</td><td></td><td>IT Security Systems</td></tr> <tr><td>B</td><td></td><td>Utility Bills Management</td></tr> <tr><td>B</td><td></td><td>Safety Equipment Compliance (Buildings)</td></tr> <tr><td>B</td><td></td><td>Community Cultural and Heritage Buildings</td></tr> <tr><td>B</td><td></td><td>Buildings and Facilities Cleaning Management</td></tr> <tr><td>B</td><td></td><td>Property (Buildings & Facilities) Operations Management</td></tr> <tr><td>P</td><td></td><td>Pest Management (Buildings)</td></tr> <tr><td>P</td><td></td><td>Asset (Non IT) Security</td></tr> <tr><td>P</td><td></td><td>Heritage Systems and Processes</td></tr> <tr><td>P</td><td></td><td>Disability Asset Management Plan</td></tr> <tr><td>P</td><td></td><td>Utility Bills</td></tr> <tr><td>P</td><td></td><td>Caravan Park Projects</td></tr> <tr><td>P</td><td></td><td>Property Operations</td></tr> </tbody> </table>	#	SBPO	Accountability	B		Building Capital Works	B		Disability Asset Management Plan	B		Asset (Non IT) Security	B		Pest Management (Buildings)	B		Cleaning Management	B		Council Building (Pre 2004) Asbestos Register	B		Open Spaces amenity buildings and facilities (public amenities, structures, BBQ’s, public furniture)	B		IT Security Systems	B		Utility Bills Management	B		Safety Equipment Compliance (Buildings)	B		Community Cultural and Heritage Buildings	B		Buildings and Facilities Cleaning Management	B		Property (Buildings & Facilities) Operations Management	P		Pest Management (Buildings)	P		Asset (Non IT) Security	P		Heritage Systems and Processes	P		Disability Asset Management Plan	P		Utility Bills	P		Caravan Park Projects	P		Property Operations
#	SBPO	Accountability																																																																																																																																																																																																																																																																																																																																															
B		Potable Water																																																																																																																																																																																																																																																																																																																																															
B		Sewer System																																																																																																																																																																																																																																																																																																																																															
B		SCADA																																																																																																																																																																																																																																																																																																																																															
B		Stormwater & Sewerage Reuse																																																																																																																																																																																																																																																																																																																																															
B		Stormwater Pipe and Pump Network																																																																																																																																																																																																																																																																																																																																															
B		Planning for Utilities Failure																																																																																																																																																																																																																																																																																																																																															
B		Water Quality & Reuse																																																																																																																																																																																																																																																																																																																																															
B		Water Meters																																																																																																																																																																																																																																																																																																																																															
B		Liquid Trade Waste																																																																																																																																																																																																																																																																																																																																															
B		Water Administration																																																																																																																																																																																																																																																																																																																																															
B		Raw Water																																																																																																																																																																																																																																																																																																																																															
B		Public Health (Water)																																																																																																																																																																																																																																																																																																																																															
B		Water Meter Application Registers																																																																																																																																																																																																																																																																																																																																															
P		Utilities Failure Planning																																																																																																																																																																																																																																																																																																																																															
P		Internal Water Supply																																																																																																																																																																																																																																																																																																																																															
P		Public Health (Water) Projects																																																																																																																																																																																																																																																																																																																																															
P		Water Meters																																																																																																																																																																																																																																																																																																																																															
O		Utilities Failure																																																																																																																																																																																																																																																																																																																																															
O		Setting Water and Wastewater Annual Charges																																																																																																																																																																																																																																																																																																																																															
O		Stormwater Pipe and Pump Network																																																																																																																																																																																																																																																																																																																																															
O		Caravan Park Maintenance Water Services																																																																																																																																																																																																																																																																																																																																															
O		Monitoring and Renewal of Water Licensing																																																																																																																																																																																																																																																																																																																																															
#	SBPO	Accountability																																																																																																																																																																																																																																																																																																																																															
B		Project Office Development and Management																																																																																																																																																																																																																																																																																																																																															
B		Flood Studies Management																																																																																																																																																																																																																																																																																																																																															
B		Major Project Framework																																																																																																																																																																																																																																																																																																																																															
B		Infrastructure Project Stakeholder Engagement																																																																																																																																																																																																																																																																																																																																															
B		Internal Approvals Part 5																																																																																																																																																																																																																																																																																																																																															
P		Water Quality & Reuse																																																																																																																																																																																																																																																																																																																																															
P		Retaining Walls																																																																																																																																																																																																																																																																																																																																															
P		Project Office Delivery																																																																																																																																																																																																																																																																																																																																															
P		Infrastructure Projects Stakeholder Engagement																																																																																																																																																																																																																																																																																																																																															
P		Boat Ramps																																																																																																																																																																																																																																																																																																																																															
P		Design & Infrastructure Pipe Culverts and Storm Water																																																																																																																																																																																																																																																																																																																																															
P		Survey, Investigation & Design of Works																																																																																																																																																																																																																																																																																																																																															
P		Stormwater & Sewerage Reuse																																																																																																																																																																																																																																																																																																																																															
P		Riverside infrastructure																																																																																																																																																																																																																																																																																																																																															
P		Sewer System																																																																																																																																																																																																																																																																																																																																															
P		Bridge Collapse Planning																																																																																																																																																																																																																																																																																																																																															
P		Flood Preparation and Planning																																																																																																																																																																																																																																																																																																																																															
P		Internal Approvals Part 5																																																																																																																																																																																																																																																																																																																																															
P		Raw Water Infrastructure																																																																																																																																																																																																																																																																																																																																															
P		Bridge Capital Works																																																																																																																																																																																																																																																																																																																																															
P		Levee Banks																																																																																																																																																																																																																																																																																																																																															
P		Stormwater Infrastructure																																																																																																																																																																																																																																																																																																																																															
#r	SBPO	Accountability																																																																																																																																																																																																																																																																																																																																															
B		Landlord for Depots																																																																																																																																																																																																																																																																																																																																															
B		Purchasing Outdoor Supplies																																																																																																																																																																																																																																																																																																																																															
B		Plant, Fleet & Equipment Administration																																																																																																																																																																																																																																																																																																																																															
B		Light Motor Vehicles (White)																																																																																																																																																																																																																																																																																																																																															
B		Toll & Fleet																																																																																																																																																																																																																																																																																																																																															
B		Testing of Pressure Vessels																																																																																																																																																																																																																																																																																																																																															
B		RFS Asset Management																																																																																																																																																																																																																																																																																																																																															
B		Plant, Vehicle & Equipment (Yellow) Management																																																																																																																																																																																																																																																																																																																																															
P		Light Motor Vehicle (White)																																																																																																																																																																																																																																																																																																																																															
P		Plant, Vehicle & Equipment (Yellow)																																																																																																																																																																																																																																																																																																																																															
P		Plant, Fleet & Equipment Administration																																																																																																																																																																																																																																																																																																																																															
P		Toll & Fleet Arrangements																																																																																																																																																																																																																																																																																																																																															
P		Testing of Pressure Vessels																																																																																																																																																																																																																																																																																																																																															
P		Depot Management Projects																																																																																																																																																																																																																																																																																																																																															
O		Purchasing Delivery Service																																																																																																																																																																																																																																																																																																																																															
O		Purchase of Waste Plant, Fleet & Equipment																																																																																																																																																																																																																																																																																																																																															
O		Plant, Fleet & Equipment Stakeholder Consultation & Engagement																																																																																																																																																																																																																																																																																																																																															
O		Chair Plant and Heavy Fleet Liaison Committee																																																																																																																																																																																																																																																																																																																																															
O		Purchase of Outdoor Plant Vehicle & Equipment (Yellow)																																																																																																																																																																																																																																																																																																																																															
#	SBPO	Accountability																																																																																																																																																																																																																																																																																																																																															
B		Hazardous Spills Preparation																																																																																																																																																																																																																																																																																																																																															
B		Flood Preparation																																																																																																																																																																																																																																																																																																																																															
B		Kerb & Guttering																																																																																																																																																																																																																																																																																																																																															
B		Driveways and Crossovers																																																																																																																																																																																																																																																																																																																																															
B		Town Maintenance Areas																																																																																																																																																																																																																																																																																																																																															
B		GPS in Graders																																																																																																																																																																																																																																																																																																																																															
B		Grant Funding Applications for Roads																																																																																																																																																																																																																																																																																																																																															
B		Ancillary Transport Infrastructure																																																																																																																																																																																																																																																																																																																																															
B		Traffic Management																																																																																																																																																																																																																																																																																																																																															
B		Regional Road Repair Program																																																																																																																																																																																																																																																																																																																																															
B		Road to Recovery Program																																																																																																																																																																																																																																																																																																																																															
B		Heavy Vehicle Permits																																																																																																																																																																																																																																																																																																																																															
B		Road Cleaning Management																																																																																																																																																																																																																																																																																																																																															
B		Transport for NSW Services																																																																																																																																																																																																																																																																																																																																															
B		Bridge Maintenance																																																																																																																																																																																																																																																																																																																																															
B		Bridge Capital Works																																																																																																																																																																																																																																																																																																																																															
B		Streetlights																																																																																																																																																																																																																																																																																																																																															
B		Geotechnical Infrastructure and Soil Testing																																																																																																																																																																																																																																																																																																																																															
B		Works Project and Safety Plans																																																																																																																																																																																																																																																																																																																																															
B		Management of Town Maintenance (Public Furniture – Transport)																																																																																																																																																																																																																																																																																																																																															
B		Grant Funding applications for Footpaths and Bike paths under RMS																																																																																																																																																																																																																																																																																																																																															
B		Private Road Maintenance																																																																																																																																																																																																																																																																																																																																															
B		Emergency Traffic Response Management																																																																																																																																																																																																																																																																																																																																															
#	SBPO	Accountability																																																																																																																																																																																																																																																																																																																																															
B		Building Capital Works																																																																																																																																																																																																																																																																																																																																															
B		Disability Asset Management Plan																																																																																																																																																																																																																																																																																																																																															
B		Asset (Non IT) Security																																																																																																																																																																																																																																																																																																																																															
B		Pest Management (Buildings)																																																																																																																																																																																																																																																																																																																																															
B		Cleaning Management																																																																																																																																																																																																																																																																																																																																															
B		Council Building (Pre 2004) Asbestos Register																																																																																																																																																																																																																																																																																																																																															
B		Open Spaces amenity buildings and facilities (public amenities, structures, BBQ’s, public furniture)																																																																																																																																																																																																																																																																																																																																															
B		IT Security Systems																																																																																																																																																																																																																																																																																																																																															
B		Utility Bills Management																																																																																																																																																																																																																																																																																																																																															
B		Safety Equipment Compliance (Buildings)																																																																																																																																																																																																																																																																																																																																															
B		Community Cultural and Heritage Buildings																																																																																																																																																																																																																																																																																																																																															
B		Buildings and Facilities Cleaning Management																																																																																																																																																																																																																																																																																																																																															
B		Property (Buildings & Facilities) Operations Management																																																																																																																																																																																																																																																																																																																																															
P		Pest Management (Buildings)																																																																																																																																																																																																																																																																																																																																															
P		Asset (Non IT) Security																																																																																																																																																																																																																																																																																																																																															
P		Heritage Systems and Processes																																																																																																																																																																																																																																																																																																																																															
P		Disability Asset Management Plan																																																																																																																																																																																																																																																																																																																																															
P		Utility Bills																																																																																																																																																																																																																																																																																																																																															
P		Caravan Park Projects																																																																																																																																																																																																																																																																																																																																															
P		Property Operations																																																																																																																																																																																																																																																																																																																																															

murray river council Monthly Operational Report – February 2024 Infrastructure Directorate

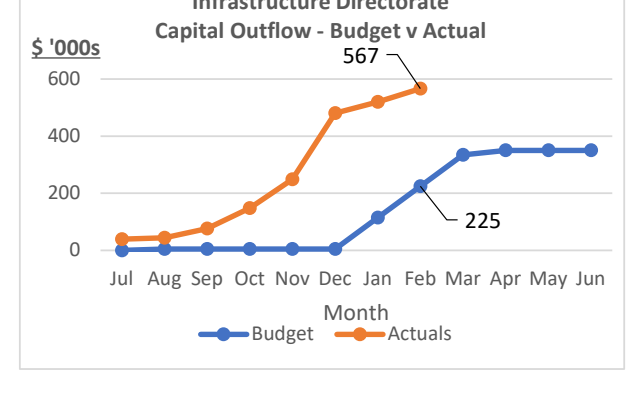
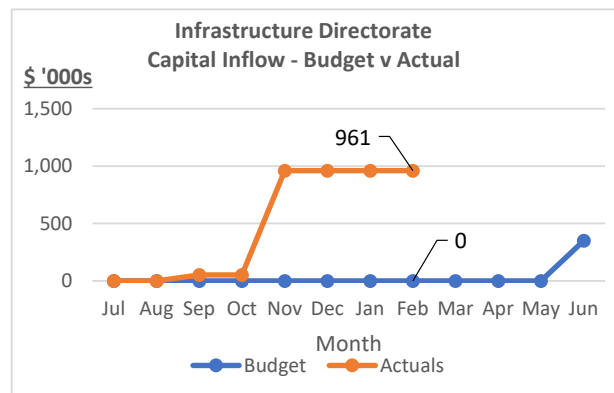
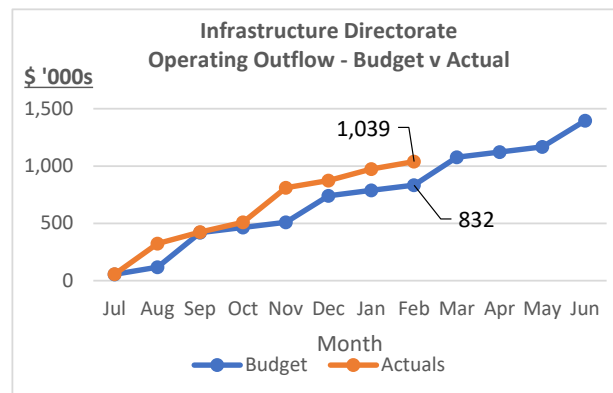
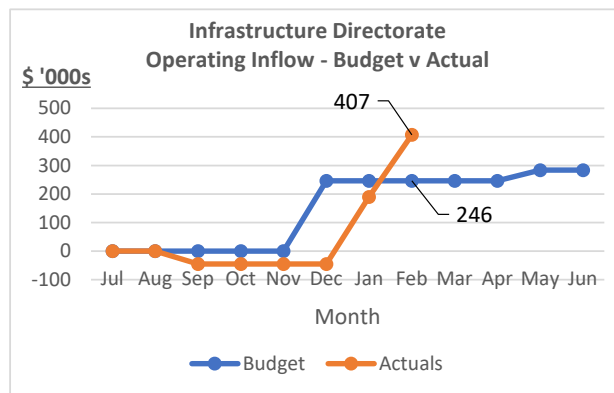
P	Potable Water Infrastructure	O	Management and Maintenance of Light Motor Vehicles (White)	B	Sealed Road Management	O	Location Management Site Specific Operations
P	Survey, Investigation & Design projects that are unique	O	Toll & Fleet Arrangements	B	Road Drainage	O	Disability Asset Management Plan
P	Flood Studies Projects	O	Depot Maintenance	B	Pathway Management		
P	Bridge Maintenance	O	Purchase of Light Motor Vehicles (White)	B	Road Opening Application Register		
P	Building Capital Works	O	Management of Pool Vehicles	B	Rural Road Management		
P	Stormwater Pipe and Pump Network	O	Plant, Fleet & Equipment Administration	B	Road Safety Program		
O	Infrastructure Grant Acquittals			B	Works and Fleet Administration		
O	Liaise with Utility Providers prior to Construction			B	Management of Levee Banks		
O	Infrastructure Projects Stakeholder Engagement			P	Supply Requests and Budget Oversight		
O	Project Office Team Delivery			P	Major Traffic Incident Preparation and Planning		
O	Inspection of Levee Banks			P	RFS Minor Construction and Maintenance		
				P	Roads Grant Funding		
				P	Transport for NSW Services		
				P	Road Cleaning		
				P	Lift Bridge		

PART B: 4 Year Delivery Program and 1 Year Operational Plan

Under the 4-year Delivery Plan, the Infrastructure Directorate relates to: providing strategy and oversight for Council infrastructure assets and associated services. The Infrastructure Directorate directly oversees the delivery of these outcomes. The infrastructure Directorate has no actions in the 1st year of the Delivery Program.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment.									
1.3 - Integrated Water Cycle Management									
Review and update the Residential Drainage / Flood Management Strategies (S DI)	Deliver	(DP 1.3.1) Construction of the Moulamein Levee			✓	✓		Two residential towns needing existing catchment analysis to move towards a staged construction opportunity. Moulamein Levee has been granted \$1.4mil in State funding. Design and Environment reports being completed.	●
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.4 – Community Safer Spaces									
Develop and implement a Community Safer Spaces Plan and associated documentation (S DI)	Deliver	(DP 3.4.1) Community Safer Spaces Plan and associated documentation developed and embedded into Council’s operations	B: DI P: O:			✓	✓	Minimal Strategic work has been completed on this to date.	●

PART C: Financial Outcomes



*Flood Recovery Costs centres have been assigned to the Infrastructure Directorate. Both funding and expenditure for the recent flood event and recovering are all aligning to these Financial Outcome graphs.

PART D: Project Status

For specific details regarding these projects, please refer to the individual Business Unit Monthly Operational Reports.

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			●●●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
				●●●

Council resolutions completed

Council resolutions outstanding within 3 months

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Mathoura Residential Development	150122	<p>RESOLUTION 150122</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council</p> <p>A) Approve a budget variation of \$130,000 to progress the survey, planning and detailed engineering design to complete detailed construction costs and budget the construction of the residential development in the 2022/23 financial year.</p> <p>OR</p> <p>B) That Council note that to progress the development is \$130,000 and that it be considered in the determination of the 2022/2023 Operational Budget.</p> <p>Amendment to (A) budget variation of \$130,000 in the 2021/2022 financial year.</p> <p>Option A was moved by Cr Thomas Weyrich and seconded by Cr Nikki Cohen.</p> <p style="text-align: right;">CARRIED</p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich and Kron Nicholas</p> <p><u>Against:</u> Crs Ann Crowe and Frank Crawley</p> <p style="text-align: right;">CARRIED 5/2</p>	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/07/2021	Notice of Motion - Perricoota Road sealing of unsealed 22km of road	250721	<p>RESOLUTION 250721</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council</p> <ol style="list-style-type: none"> Resolve that the sealing of the 22Km unsealed section of Perricoota Road is a priority. Ask the Chief Executive Officer to do all that is necessary to obtain funds to complete the works by 30 June 2025. <p>CARRIED</p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Tony Aquino, Ann Crowe, Neil Gorey, Alan Mathers, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Cr Gen Campbell</p> <p>CARRIED 8/1</p>	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/11/2018	Barham Water Supply Fluoridation	331118	<p>RESOLUTION 331118</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council:</p> <ol style="list-style-type: none"> Notes the request from the Local Health Medical Trust to consider fluoridation of water in Barham. Undertakes community consultation regarding fluoridation of the water supply in Barham. Following community consultation refer the results to NSW Health seeking approval for water supply at Barham to be fluoridated. <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Alan Mathers and Thomas Weyrich</p> <p><u>Against:</u> Crs Gen Campbell, Neil Gorey, Ann Crowe and Geoff Wise</p> <p>The Mayor used his casting vote to pass the resolution.</p> <p>CARRIED</p>	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Liston Caravan Park	290122	<p>RESOLUTION 290122</p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> Give notice of termination of a site agreement to each tenant of Liston Caravan Park in accordance with the provisions of the Residential Tenancies (Caravan Parks and Manufactured Home Estates) Amendment Act 1994. Request a further report that identifies councils' options in relation to the future of the Liston Caravan Park Mathoura, including: 	Bulmer, Glenn

	a) Cost to upgrade the park to a compliant standard.
	b) Management and operating models.
	c) Cost to decommission the site and develop the Caravan Park area into a passive recreation park.
	CARRIED

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

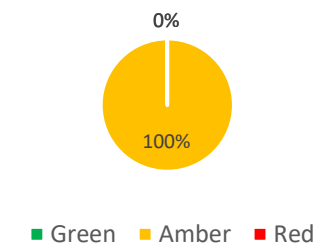
PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

PART A: Section Accountabilities and Team Roles

Manager Buildings and Facilities – Glenn Bulmer		Coordinator Buildings and Facilities																																																																									
<p>Manage the ongoing viability of Council’s approximately 300 buildings and facilities through robust asset management plans and practices.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Maintain an accurate inventory of contractors and consultants for the management of Council’s diverse range of land, buildings and facilities.</p> <p>Manage the annual capital and operational budgets.</p>		<p>Provide an internal operational service for corporate buildings.</p>																																																																									
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Building Capital Works</td></tr> <tr><td>B</td><td>Disability Asset Management Plan</td></tr> <tr><td>B</td><td>Facilities Security Management</td></tr> <tr><td>B</td><td>Pest Management (Buildings)</td></tr> <tr><td>B</td><td>Council Building (Pre 2004) Asbestos Register</td></tr> <tr><td>B</td><td>Open Spaces amenity buildings and facilities (public amenities, structures, BBQ’s, public furniture)</td></tr> <tr><td>B</td><td>IT Security Systems</td></tr> <tr><td>B</td><td>Utility Bills Management</td></tr> <tr><td>B</td><td>Safety Equipment Compliance (Buildings)</td></tr> <tr><td>B</td><td>Community Cultural and Heritage Buildings</td></tr> <tr><td>B</td><td>Buildings and Facilities Cleaning Management</td></tr> <tr><td>B</td><td>Property (Buildings & Facilities) Operations Management</td></tr> <tr><td>P</td><td>Pest Management (Buildings)</td></tr> <tr><td>P</td><td>Asset (Non IT) Security</td></tr> <tr><td>P</td><td>Heritage Systems and Processes</td></tr> <tr><td>P</td><td>Disability Asset Management Plan</td></tr> <tr><td>P</td><td>Utility Bills</td></tr> <tr><td>P</td><td>Caravan Park Projects</td></tr> <tr><td>P</td><td>Property Operations</td></tr> <tr><td>O</td><td>Location Management Site Specific Operations</td></tr> <tr><td>O</td><td>Disability Asset Management Plan</td></tr> </tbody> </table>		SBPO	Accountability	B	Building Capital Works	B	Disability Asset Management Plan	B	Facilities Security Management	B	Pest Management (Buildings)	B	Council Building (Pre 2004) Asbestos Register	B	Open Spaces amenity buildings and facilities (public amenities, structures, BBQ’s, public furniture)	B	IT Security Systems	B	Utility Bills Management	B	Safety Equipment Compliance (Buildings)	B	Community Cultural and Heritage Buildings	B	Buildings and Facilities Cleaning Management	B	Property (Buildings & Facilities) Operations Management	P	Pest Management (Buildings)	P	Asset (Non IT) Security	P	Heritage Systems and Processes	P	Disability Asset Management Plan	P	Utility Bills	P	Caravan Park Projects	P	Property Operations	O	Location Management Site Specific Operations	O	Disability Asset Management Plan	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>P</td><td>Heritage Projects</td></tr> <tr><td>P</td><td>Council Building (Pre 2004) Asbestos Register</td></tr> <tr><td>P</td><td>Safety Equipment Compliance (Buildings)</td></tr> <tr><td>O</td><td>Property improvement and maintenance service</td></tr> <tr><td>O</td><td>RFS Asset Maintenance</td></tr> <tr><td>O</td><td>Asset (Non IT) Security Service</td></tr> <tr><td>O</td><td>Caravan Park Maintenance</td></tr> <tr><td>O</td><td>Council Building (Pre 2004) Asbestos Register</td></tr> <tr><td>O</td><td>Pest Management Public Health (Buildings)</td></tr> <tr><td>O</td><td>Safety Equipment Compliance (Buildings)</td></tr> <tr><td>O</td><td>Retirement Villages</td></tr> <tr><td>O</td><td>Emergency Management planning for Buildings and Facilities</td></tr> <tr><td>O</td><td>Maintenance of Sport and Recreation Buildings</td></tr> </tbody> </table>		SBPO	Accountability	P	Heritage Projects	P	Council Building (Pre 2004) Asbestos Register	P	Safety Equipment Compliance (Buildings)	O	Property improvement and maintenance service	O	RFS Asset Maintenance	O	Asset (Non IT) Security Service	O	Caravan Park Maintenance	O	Council Building (Pre 2004) Asbestos Register	O	Pest Management Public Health (Buildings)	O	Safety Equipment Compliance (Buildings)	O	Retirement Villages	O	Emergency Management planning for Buildings and Facilities	O	Maintenance of Sport and Recreation Buildings
SBPO	Accountability																																																																										
B	Building Capital Works																																																																										
B	Disability Asset Management Plan																																																																										
B	Facilities Security Management																																																																										
B	Pest Management (Buildings)																																																																										
B	Council Building (Pre 2004) Asbestos Register																																																																										
B	Open Spaces amenity buildings and facilities (public amenities, structures, BBQ’s, public furniture)																																																																										
B	IT Security Systems																																																																										
B	Utility Bills Management																																																																										
B	Safety Equipment Compliance (Buildings)																																																																										
B	Community Cultural and Heritage Buildings																																																																										
B	Buildings and Facilities Cleaning Management																																																																										
B	Property (Buildings & Facilities) Operations Management																																																																										
P	Pest Management (Buildings)																																																																										
P	Asset (Non IT) Security																																																																										
P	Heritage Systems and Processes																																																																										
P	Disability Asset Management Plan																																																																										
P	Utility Bills																																																																										
P	Caravan Park Projects																																																																										
P	Property Operations																																																																										
O	Location Management Site Specific Operations																																																																										
O	Disability Asset Management Plan																																																																										
SBPO	Accountability																																																																										
P	Heritage Projects																																																																										
P	Council Building (Pre 2004) Asbestos Register																																																																										
P	Safety Equipment Compliance (Buildings)																																																																										
O	Property improvement and maintenance service																																																																										
O	RFS Asset Maintenance																																																																										
O	Asset (Non IT) Security Service																																																																										
O	Caravan Park Maintenance																																																																										
O	Council Building (Pre 2004) Asbestos Register																																																																										
O	Pest Management Public Health (Buildings)																																																																										
O	Safety Equipment Compliance (Buildings)																																																																										
O	Retirement Villages																																																																										
O	Emergency Management planning for Buildings and Facilities																																																																										
O	Maintenance of Sport and Recreation Buildings																																																																										

PART B: 4 Year Delivery Program and 1 Year Operational Plan

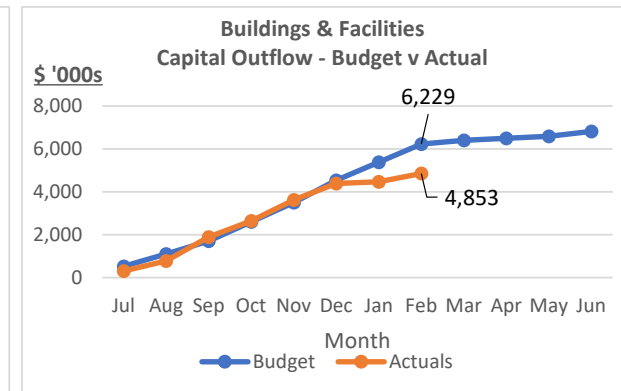
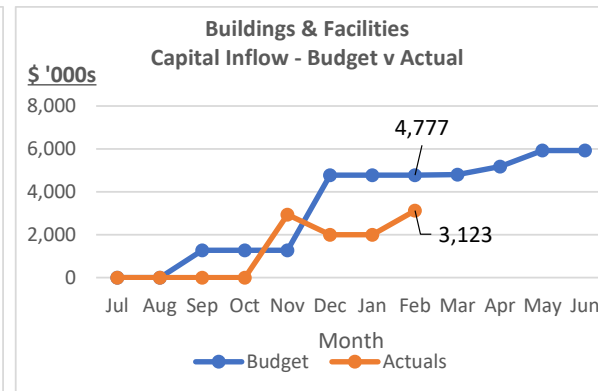
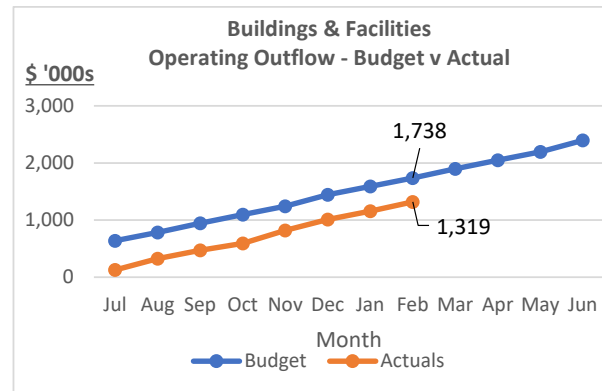
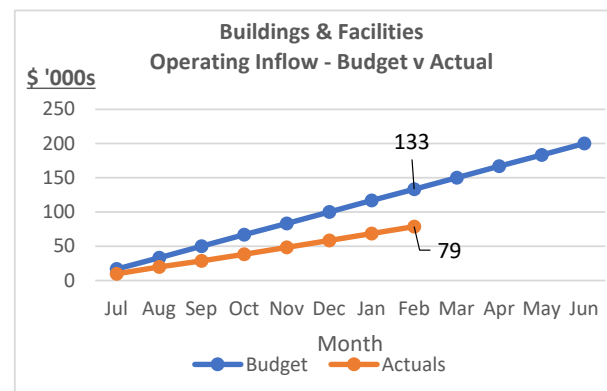
Operational Plan Delivery



Under the 4 year Delivery Plan, the Building and Facilities relates to: asset maintenance and operations, planning, development, amenity and deliver new buildings that are well planned, connected, safe and designed to support our communities, industries, and businesses. The Infrastructure Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.2 – Public Buildings									
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. (S DI)	Deliver	(DP 3.2.1) Town hall / public facility upgrades will be undertaken in line with the priorities set from the Building and Open spaces review – completed 2022. Feasibility and design requirement will be subject to grant funding availability.	B: MB&F P: MP&B P: MMP O:CB&F	✓	✓	✓	✓	Asset review completed by CT Management Group. Maintenance and renewal plans being finalised and split into separate documents. Currently in the planning phase. FY24 capital works and maintenance budget for Councils buildings derived from the CTMG 10 year maintenance and renewal plan. Following capital works planned for FY24: <ul style="list-style-type: none"> Refurbishment of Goodnight Hall / Recreation Reserve Toilet block – aging asset. Refurbishment of Mathoura Memorial Park Toilet Block – aging asset. Includes update of fixtures and fittings, replacement of defective components, render and painting. Concrete hardstand is cracking / deteriorating and may become a Noorong Hall - Replace entire hardstand with new concrete. Wakool Hall - Kitchen fit out is deteriorating in both the main area and the tea room. External ramps leading from the hall to the storage ramp are too steep and there have been several near falls. Kitchen renewal and ramp upgrade required. Mathoura Hall – Leak detection and associated drainage improvement to combat rising damp issue at the rear of the building. New concrete paths install at the rear as well. 	Amber

PART C: Financial Outcomes



PART D: Project Status					
Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments
Asbestos remediation works – Council Buildings	\$47,000	\$26,089	\$20,911	40%	Planning phase. Contactors contacted to quote and conduct removal of asbestos in high priority buildings. Completed removal of some high priority floor coverings at Moulamein Business Centre. More asbestos removal works being planned. Asbestos removal and demolition of the old Barham Football clubrooms completed. Noorong Hall new vinyl flooring to cover / protect asbestos floor tiles.
Security & Compliance upgrade	\$86,000	\$54,718	\$31,282	80%	Ongoing rollout of the Salto system and the commencement of the installation of the Promaster system in the western area of the Council.
New Moama Preschool – Moama Rec Res (Construction phase)	\$5,902,492	\$5,383,064	\$597,526	95%	PCG meeting scheduled for 24/05/2022 to finalise architectural, carpark and landscaping design. Tender documents on track for 28/06/2022. Native title assessment completed 26/05/2022. Moama Rec Res PoM lodged with Crown Lands. Tender documents issued 06/07/2022. Architects making amendments to the plans to address CELA recommendations. Tender process on hold until PPP issues resolved. Tender process recommenced as per Council resolution 27/09/2022. Council resolved on the 28/03/2023 to award Tender to AV Builders on the proviso that further cost savings are identified prior to the CEO signing off on the Tender. Currently working with Architects and Builder to implement further cost savings. Works are progressing well and are on target despite the wet weather experienced during the first month of the build. All underground services have been installed, building slab has been completed, steel / timber framing has been erected, roof on and carpark completed. Building colour schemes have been finalised. Carpark works have commenced, and the kerbing being installed. Works to re-align the internal Recreation Reserve access track have commenced and are due to be completed 12/09/2023. Designs and delivery of the rear landscaping / play space have been finalised and have been assessed for compliance. Construction works have been completed except for electrical switchboard fit off, minor landscaping works, temporary driveway installation, defects rectification, detailed clean and electrical grid connection (connection scheduled for 12/02/2024). <i>The construction of the new Moama Preschool has been completed except for some minor works including connection to the electricity grid. Moama Preschool have moved into the building and commenced operation on the 5th February 2024. An official opening for the new building will be held in in April / May with further details to be announced in due course.</i>
Liston CP Revitalisation	\$75,500	\$67,717	\$7,283	85%	Current site holder notified to fully vacate sites by 01 Sept 2022. Full site audit and associated report completed. Councillor briefing session held 31/05/2022. RFQ for options paper sent to specialist tourist park consultants 08/06/2022 (closes 22/06/2022). Awaiting legal opinion regarding several matters. MRC to send further communication to site holders once received. Additional correspondence sent to site holders 22 June 2022. Large skip bin supplied to assist site occupants with disposal of smaller items. Stage 1 works will commence in mid August 2022 to demolish derelict buildings (old toilet blocks & shed). Demolition works now scheduled for mid October – delayed due to weather. Only one site remaining which has been partially decommissioned – due to be finalised by 18/10/2022. Demolition works completed November 2022. Scope Consulting have submitted draft final report. Staff currently reviewing findings and recommendations. Report being revised based on staff review and recent advice from Crown Lands. Councillor workshop held on 12/09/2023 to discuss report and options. Report to be drafted for next Council meeting.
Moama Main Office – Stage 1a (Ground floor office expansion)	\$60,000	\$24,678	\$35,322	40%	Moama Ground Floor office refurbishment and fit out to create additional 14 work stations to accommodate fluctuating demand / shortages, two additional meeting rooms (former massage and IT storage rooms), finalise conversion of former change rooms to temporary storage areas, rectify floor slip issue in airlock and east corridor, install printer, upgrade kitchen / loading bay stairs (safety – lighting, non-slip stair nosing's, hand rail both sides). Currently addressing identified safety issues. Currently investigating multiple water leaks and developing remediation options. Project carried over to FY24 due to leak rectification works being delayed. Works commenced August 2023. <i>New Wakool meeting room and ICT offices completed.</i>
Moama HQ Leak Rectification Work (C)	\$61,000	\$53,573	\$7,427	100%	Water leak rectification works nearing completion. Painting of the external cladding and internal wall linings completed. Works on the east side balcony completed. Additional investigation work underway post the leaks detected during the rain event in early 2024.
Moama Water Treatment Plant - Auto Sliding Gate	\$35,000	\$0	\$0	5%	Quotes currently being obtained for the works.
Staff dwelling – 20 Carne St Moulamein	\$25,000	\$25,060	\$0	100%	Scheduled capital renewal works – replacement concrete driveway, new blinds and carpets. Works completed.
Staff dwelling – 37 Turora St Moulamein	\$34,800	\$16,766	\$18,034	10%	Scheduled capital renewal works – kitchen and bathroom refurbishment. <i>New kitchen installed.</i> Works deferred on bathroom.
Goodnight Hall / Recreation Reserve Toilet block.	\$20,000	\$0	\$20,000	0%	Refurbishment of Goodnight Hall / Recreation Reserve Toilet block.
Yanga RFS Shed	\$590,674	\$296,585	\$294,089	25%	Tender awarded to Tony Campbell Steel Fabrications. Preliminaries underway. <i>Construction certificate has been issued. Concrete slab and underslab plumbing has been completed. Framework to commence shortly.</i>

PART E: Business as Usual

Moama Preschool Development:

The construction of the new Moama Preschool has been completed except for some minor works including connection to the electricity grid. Moama Preschool have moved into the building and commenced operation on the 5th February 2024. An official opening for the new building will be held in in April / May with further details to be announced in due course.

Yanga RFS Shed:

Tender has been awarded to Tony Campbell Steel Fabrication. Works to commence in Feb 2024. Construction certificate has been issued. Concrete slab and under slab plumbing has been completed. Framework to commence shortly.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

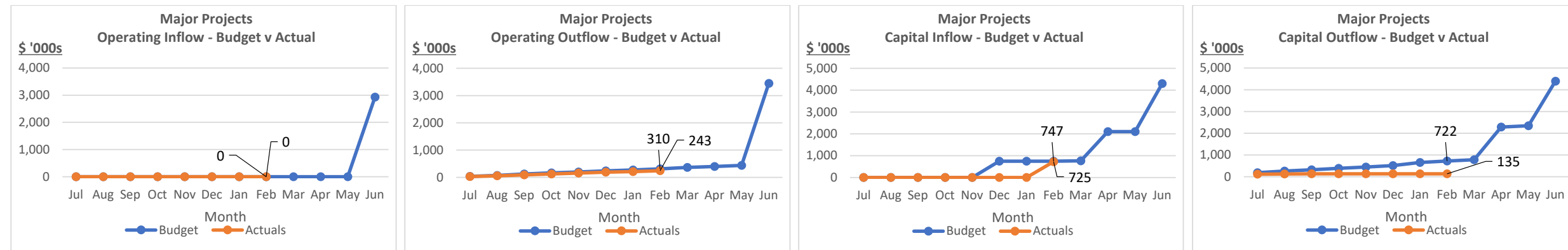
PART A: Section Accountabilities and Team Roles

Manager Major Projects	Project Manager	Design and Development Technician																																																																																																																																							
<p>Manage the Major Projects Business Unit. Developing, implementing, and updating the framework and tools for project management; and the quality infrastructure design services and delivery of outsourced capital projects for roads, bridges, drainage, water, sewer and other civil infrastructure. Infrastructure design standards; infrastructure project development; investigation, design, and configuration of GPS systems for construction teams. Management of the Project Office; oversee the management of major projects, project managers, project teams, consultants, contractors in delivery of infrastructure projects. Ensuring that the projects are delivered within exceptions of: Scope; Time; Cost; Quality; Risk and Benefits. Design standards which satisfy Council’s adopted levels of service; best practice; legislation; Australian Standards and Codes of Practice. Accountable to users and stakeholder for project development; investigation; design; procurement; delivery and close out of projects on completion.</p> <p>Provision of major project development; investigation; design; procurement; construction/delivery; and project close out for Transport Services and Water Services and other business units.</p>	<p>Management of Infrastructure Projects. Investigation; Design; Procurement; Delivery/Construction; and Project Close out. Delivery of major infrastructure projects within exceptions of: Scope; Time; Cost; Quality; Risk and Benefits</p> <p>Accountable to users and stakeholder for project development; investigation; design; procurement; delivery and close out of projects on completion</p>	<p>Infrastructure project survey and investigation; design; and configuration of GPS systems for construction teams; setting out quality assurance and updating Council design standards (drawings).</p> <p>Designing infrastructure in accordance with Council’s adopted levels of service; best practice; legislation; Australian Standards and Codes of Practice. Accurate infrastructure works setting out configuration with GPS systems, control and quality assurance and updates of as-built drawings.</p> <p>Accountable to users, construction and project teams high quality design, survey, GPS setting out and control configuration and production for as-builts drawings.</p>																																																																																																																																							
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Project Office Development and Management</td></tr> <tr><td></td><td>B</td><td>Flood Studies Management</td></tr> <tr><td></td><td>B</td><td>Major Project Framework</td></tr> <tr><td></td><td>B</td><td>Infrastructure Project Stakeholder Engagement</td></tr> <tr><td></td><td>B</td><td>Internal Approvals Part 5</td></tr> <tr><td></td><td>P</td><td>Water Quality & Reuse</td></tr> <tr><td></td><td>P</td><td>Retaining Walls</td></tr> <tr><td></td><td>P</td><td>Project Office Delivery</td></tr> <tr><td></td><td>P</td><td>Infrastructure Projects Stakeholder Engagement</td></tr> <tr><td></td><td>P</td><td>Boat Ramps</td></tr> <tr><td></td><td>P</td><td>Design & Infrastructure Pipe Culverts and Storm Water</td></tr> <tr><td></td><td>P</td><td>Survey, Investigation & Design of Works</td></tr> <tr><td></td><td>P</td><td>Stormwater & Sewerage Reuse</td></tr> <tr><td></td><td>P</td><td>Riverside infrastructure</td></tr> <tr><td></td><td>P</td><td>Sewer System</td></tr> <tr><td></td><td>P</td><td>Bridge Collapse Planning</td></tr> <tr><td></td><td>P</td><td>Flood Preparation and Planning</td></tr> <tr><td></td><td>P</td><td>Internal Approvals Part 5</td></tr> <tr><td></td><td>P</td><td>Raw Water Infrastructure</td></tr> <tr><td></td><td>P</td><td>Bridge Capital Works</td></tr> <tr><td></td><td>P</td><td>Levee Banks</td></tr> <tr><td></td><td>P</td><td>Stormwater Infrastructure</td></tr> <tr><td></td><td>P</td><td>Potable Water Infrastructure</td></tr> <tr><td></td><td>P</td><td>Survey, Investigation & Design projects that are unique</td></tr> <tr><td></td><td>P</td><td>Flood Studies Projects</td></tr> <tr><td></td><td>P</td><td>Bridge Maintenance</td></tr> <tr><td></td><td>P</td><td>Building Capital Works</td></tr> <tr><td></td><td>P</td><td>Stormwater Pipe and Pump Network</td></tr> <tr><td></td><td>O</td><td>Infrastructure Grant Acquittals</td></tr> <tr><td></td><td>O</td><td>Liaise with Utility Providers prior to Construction</td></tr> <tr><td></td><td>O</td><td>Infrastructure Projects Stakeholder Engagement</td></tr> <tr><td></td><td>O</td><td>Project Office Team Delivery</td></tr> <tr><td></td><td>O</td><td>Inspection of Levee Banks</td></tr> </tbody> </table>	Number	SBPO	Accountability		B	Project Office Development and Management		B	Flood Studies Management		B	Major Project Framework		B	Infrastructure Project Stakeholder Engagement		B	Internal Approvals Part 5		P	Water Quality & Reuse		P	Retaining Walls		P	Project Office Delivery		P	Infrastructure Projects Stakeholder Engagement		P	Boat Ramps		P	Design & Infrastructure Pipe Culverts and Storm Water		P	Survey, Investigation & Design of Works		P	Stormwater & Sewerage Reuse		P	Riverside infrastructure		P	Sewer System		P	Bridge Collapse Planning		P	Flood Preparation and Planning		P	Internal Approvals Part 5		P	Raw Water Infrastructure		P	Bridge Capital Works		P	Levee Banks		P	Stormwater Infrastructure		P	Potable Water Infrastructure		P	Survey, Investigation & Design projects that are unique		P	Flood Studies Projects		P	Bridge Maintenance		P	Building Capital Works		P	Stormwater Pipe and Pump Network		O	Infrastructure Grant Acquittals		O	Liaise with Utility Providers prior to Construction		O	Infrastructure Projects Stakeholder Engagement		O	Project Office Team Delivery		O	Inspection of Levee Banks	<p>Accountabilities</p> <p>Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability</p>	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Design and Survey Management</td></tr> <tr><td></td><td>B</td><td>Design Standards</td></tr> <tr><td></td><td>P</td><td>Survey, Investigation and Design Projects, business as usual</td></tr> <tr><td></td><td>P</td><td>Design Standards</td></tr> <tr><td></td><td>P</td><td>Development of Town Maintenance Areas</td></tr> <tr><td></td><td>P</td><td>Kerb and Guttering Development</td></tr> <tr><td></td><td>P</td><td>Pathway Development</td></tr> <tr><td></td><td>P</td><td>Ancillary Transport Infrastructure</td></tr> <tr><td></td><td>P</td><td>Street Light Planning</td></tr> <tr><td></td><td>P</td><td>Road Drainage Design</td></tr> </tbody> </table>	Number	SBPO	Accountability		B	Design and Survey Management		B	Design Standards		P	Survey, Investigation and Design Projects, business as usual		P	Design Standards		P	Development of Town Maintenance Areas		P	Kerb and Guttering Development		P	Pathway Development		P	Ancillary Transport Infrastructure		P	Street Light Planning		P	Road Drainage Design
Number	SBPO	Accountability																																																																																																																																							
	B	Project Office Development and Management																																																																																																																																							
	B	Flood Studies Management																																																																																																																																							
	B	Major Project Framework																																																																																																																																							
	B	Infrastructure Project Stakeholder Engagement																																																																																																																																							
	B	Internal Approvals Part 5																																																																																																																																							
	P	Water Quality & Reuse																																																																																																																																							
	P	Retaining Walls																																																																																																																																							
	P	Project Office Delivery																																																																																																																																							
	P	Infrastructure Projects Stakeholder Engagement																																																																																																																																							
	P	Boat Ramps																																																																																																																																							
	P	Design & Infrastructure Pipe Culverts and Storm Water																																																																																																																																							
	P	Survey, Investigation & Design of Works																																																																																																																																							
	P	Stormwater & Sewerage Reuse																																																																																																																																							
	P	Riverside infrastructure																																																																																																																																							
	P	Sewer System																																																																																																																																							
	P	Bridge Collapse Planning																																																																																																																																							
	P	Flood Preparation and Planning																																																																																																																																							
	P	Internal Approvals Part 5																																																																																																																																							
	P	Raw Water Infrastructure																																																																																																																																							
	P	Bridge Capital Works																																																																																																																																							
	P	Levee Banks																																																																																																																																							
	P	Stormwater Infrastructure																																																																																																																																							
	P	Potable Water Infrastructure																																																																																																																																							
	P	Survey, Investigation & Design projects that are unique																																																																																																																																							
	P	Flood Studies Projects																																																																																																																																							
	P	Bridge Maintenance																																																																																																																																							
	P	Building Capital Works																																																																																																																																							
	P	Stormwater Pipe and Pump Network																																																																																																																																							
	O	Infrastructure Grant Acquittals																																																																																																																																							
	O	Liaise with Utility Providers prior to Construction																																																																																																																																							
	O	Infrastructure Projects Stakeholder Engagement																																																																																																																																							
	O	Project Office Team Delivery																																																																																																																																							
	O	Inspection of Levee Banks																																																																																																																																							
Number	SBPO	Accountability																																																																																																																																							
	B	Design and Survey Management																																																																																																																																							
	B	Design Standards																																																																																																																																							
	P	Survey, Investigation and Design Projects, business as usual																																																																																																																																							
	P	Design Standards																																																																																																																																							
	P	Development of Town Maintenance Areas																																																																																																																																							
	P	Kerb and Guttering Development																																																																																																																																							
	P	Pathway Development																																																																																																																																							
	P	Ancillary Transport Infrastructure																																																																																																																																							
	P	Street Light Planning																																																																																																																																							
	P	Road Drainage Design																																																																																																																																							

PART B: 4 Year Delivery Program and 1 Year Operational Plan

Under the 4-year Delivery Plan, the *Section* relates to Major Projects in the Built/Physical Environment to deliver infrastructure that is well planned, connected, safe and designed to support our communities, industries, and businesses. The Operations and Major Projects Directorate directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program. This Business Unit will contribute to other MOR reports as required.

PART C: Financial Outcomes



PART D: Project Status

Projects	Comments:	
Moama Foreshores Development – Beach Amenities Block (including water, sewer and electrical service connections) (Regional Growth Fund/Community Building Partnership/Council)	Project complete.	●●●
Moama Foreshores Development – Riverside Retaining Walls (Regional Growth Fund/Council)	Project complete.	●●●
Sandys Road/Barber Creek Bridge (Fixing Country Bridges)	Project complete.	●●●
Frasers Road/Murrain Yarrein Creek Bridge (Fixing Country Bridges)	Project complete.	●●●
Tooranie Road/Yarrein Creek Bridge (Fixing Country Bridges)	Monitoring the water level on the Yarrein Creek. Work has been rescheduled to commence April 2024.	●●●
Murray Downs Foreshore Boat ramp and associated works (Boating Now Round 3/Council)	Delayed by very high river levels on the Murray at this location. Scheduled to resume during January 2024.	●●●
Echuca-Moama Floodplain Risk Management Study and Plan (NSW Floodplain Management Program/Council)	Public exhibition of the Draft Flood Study Report ended on 28/11/ 2023. The consultants and the Project Control Group will review the community feedback, address and close out the comments raised. Flood Study report is expected to be finalised by end of June 2024. It will then progress to the Flood Risk Management Study and Plan, expected to be completed by December 2023.	●●●
River Estate and Jamieson Levee Upgrade Detailed Investigation and Design	Project complete.	●●●
River Estate Levee Upgrade	Project received \$1,645,945 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	●●●
Moama major overland flow flood study	Project received \$141,429 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	●●●
Moulamein flood study review	Project received \$108,428 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	●●●
Moulamein Water Treatment Ring Levee, Riverine/Stormwater Backflow Prevention and upgrade of points of weakness in the levee	Preparation for procurement of survey, REF, and Design in progress. Funding deed has been signed by NSW Treasury. Process underway to appoint consultants for the design and specification of the works under the project.	●●●
Design for Barham Sewage Treatment Upgrade	Review of Environmental Factors (REF), Topographical survey in progress. Request for Tender for design consultants has closed. NSW Department of Public Works accepted the offer to undertake the design for the project.	●●●
Condition assessment of Murray Irrigation Limited Structures on the road network for Murray River Council, Edward River Council, Murrumbidgee Council,	Funding deed for \$3.8M has been signed by NSW Treasury. Process underway to appoint consultants for the design and specification of the works under the project.	●●●

Berrigan Council and Federation Council. Project being delivered to improve road network performance.		
Moama Boat Pump Out Station upgrade design	Project has been deferred by the Council Business Owner.	●
Moama Raw Water Intake Protection Works	Project has been deferred by the Council Business Owner.	●
Murray Irrigation Limited Structures Load Assessment	Funding Deed has now been executed by NSW Treasury.	●

PART E: Business as Usual

Nothing to report.

PART F: Service Metrics

Nothing to report.

Date	Customer Compliant	Action Undertaken	● ● ●
	Nil		

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
	Construction risks: Scope, Time, Cost, Quality, WHS, Environmental	Construction Contract, REF, CEMP	Implement existing controls	
January 2022	Availability of internal resources to complete project tasks while managing business as usual	Relying on resources available	Fill vacancies of Technical Design Officer position. Position not yet filled.	●
	Temporary works installations for staging construction works bridge construction	Design Certification, Design Proof Engineering, Certificate of Compliance Issued by the Design Engineer upon completion.	Monitor and manage	●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

**MANAGER HAS LEFT POSITION

PART A: Section Accountabilities and Team Roles

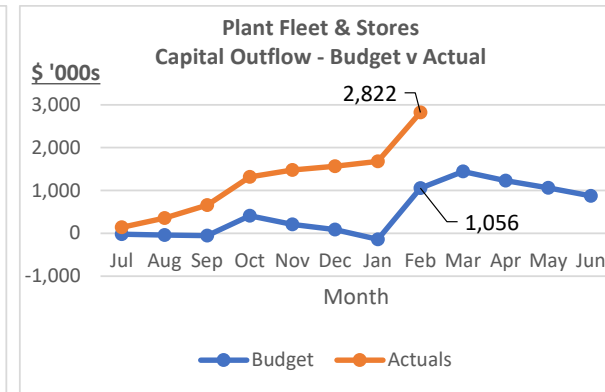
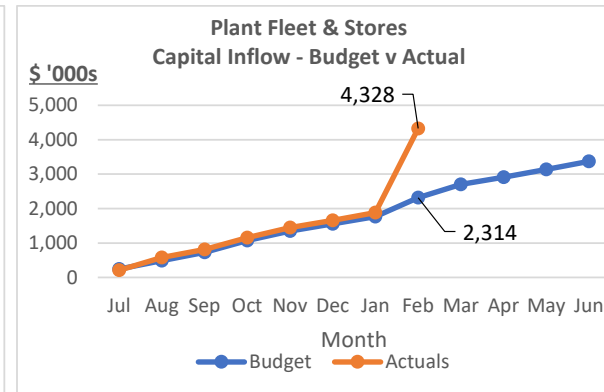
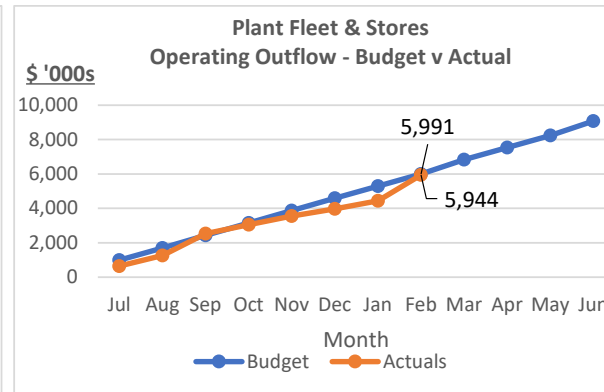
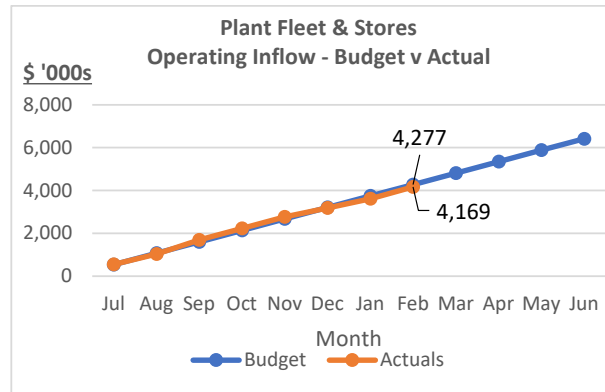
Manager Plant, Fleet and Stores – Chris Godfrey	Fleet and Workshop Manager	Procurement Officer Stores																																																																																										
<p>The ongoing management of and/or advisory service for mechanical, electrical, pneumatic, or hydraulic machinery or apparatus. Large and small earthmoving plant, heavy vehicles - trucks and cranes, pumps, electric, hydraulic, and pneumatic machinery, fixed plant (sewer, water, and waste management), minor plant and equipment, and pressure vessels. Directly manage council's store functions, as an internal service to the organisation. Provide a delivery and maintenance service for council's light vehicles.</p>	<p>Internal delivery service: maintenance of large and small earthmoving plant, heavy vehicles - trucks and cranes, pumps, electric, hydraulic, and pneumatic machinery, fixed plant (sewer, water, and waste management), minor plant and equipment, and pressure vessels.</p>	<p>Provide internal (operational) services, ordering and receipt of stores, goods and services, storage and allocation of stores, liaison with external suppliers.</p>																																																																																										
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Purchasing Outdoor Supplies</td></tr> <tr><td></td><td>B</td><td>Plant, Fleet & Equipment Administration</td></tr> <tr><td></td><td>B</td><td>Light Motor Vehicles (White)</td></tr> <tr><td></td><td>B</td><td>Toll & Fleet</td></tr> <tr><td></td><td>B</td><td>Testing of Pressure Vessels</td></tr> <tr><td></td><td>B</td><td>RFS Asset Management</td></tr> <tr><td></td><td>B</td><td>Plant, Vehicle & Equipment (Yellow) Management</td></tr> <tr><td></td><td>P</td><td>Light Motor Vehicle (White)</td></tr> <tr><td></td><td>P</td><td>Plant, Vehicle & Equipment (Yellow)</td></tr> <tr><td></td><td>P</td><td>Plant, Fleet & Equipment Administration</td></tr> <tr><td></td><td>P</td><td>Toll & Fleet Arrangements</td></tr> <tr><td></td><td>P</td><td>Testing of Pressure Vessels</td></tr> <tr><td></td><td>P</td><td>Depot Management Projects</td></tr> <tr><td></td><td>O</td><td>Purchasing Delivery Service</td></tr> <tr><td></td><td>O</td><td>Purchase of Waste Plant, Fleet & Equipment</td></tr> <tr><td></td><td>O</td><td>Plant, Fleet & Equipment Stakeholder Consultation & Engagement</td></tr> <tr><td></td><td>O</td><td>Chair Plant and Heavy Fleet Liaison Committee</td></tr> <tr><td></td><td>O</td><td>Purchase of Outdoor Plant Vehicle & Equipment (Yellow)</td></tr> <tr><td></td><td>O</td><td>Management and Maintenance of Light Motor Vehicles (White)</td></tr> <tr><td></td><td>O</td><td>Toll & Fleet Arrangements</td></tr> <tr><td></td><td>O</td><td>Depot Maintenance</td></tr> <tr><td></td><td>O</td><td>Purchase of Light Motor Vehicles (White)</td></tr> <tr><td></td><td>O</td><td>Management of Pool Vehicles</td></tr> <tr><td></td><td>O</td><td>Plant, Fleet & Equipment Administration</td></tr> </tbody> </table>	Number	SBPO	Accountability		B	Purchasing Outdoor Supplies		B	Plant, Fleet & Equipment Administration		B	Light Motor Vehicles (White)		B	Toll & Fleet		B	Testing of Pressure Vessels		B	RFS Asset Management		B	Plant, Vehicle & Equipment (Yellow) Management		P	Light Motor Vehicle (White)		P	Plant, Vehicle & Equipment (Yellow)		P	Plant, Fleet & Equipment Administration		P	Toll & Fleet Arrangements		P	Testing of Pressure Vessels		P	Depot Management Projects		O	Purchasing Delivery Service		O	Purchase of Waste Plant, Fleet & Equipment		O	Plant, Fleet & Equipment Stakeholder Consultation & Engagement		O	Chair Plant and Heavy Fleet Liaison Committee		O	Purchase of Outdoor Plant Vehicle & Equipment (Yellow)		O	Management and Maintenance of Light Motor Vehicles (White)		O	Toll & Fleet Arrangements		O	Depot Maintenance		O	Purchase of Light Motor Vehicles (White)		O	Management of Pool Vehicles		O	Plant, Fleet & Equipment Administration	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>RFS Vehicle Maintenance</td></tr> <tr><td></td><td>O</td><td>Maintenance of Plant, Fleet and Equipment</td></tr> </tbody> </table>	Number	SBPO	Accountability		O	RFS Vehicle Maintenance		O	Maintenance of Plant, Fleet and Equipment	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Stores and Procurement Services</td></tr> </tbody> </table>	Number	SBPO	Accountability		O	Stores and Procurement Services
Number	SBPO	Accountability																																																																																										
	B	Purchasing Outdoor Supplies																																																																																										
	B	Plant, Fleet & Equipment Administration																																																																																										
	B	Light Motor Vehicles (White)																																																																																										
	B	Toll & Fleet																																																																																										
	B	Testing of Pressure Vessels																																																																																										
	B	RFS Asset Management																																																																																										
	B	Plant, Vehicle & Equipment (Yellow) Management																																																																																										
	P	Light Motor Vehicle (White)																																																																																										
	P	Plant, Vehicle & Equipment (Yellow)																																																																																										
	P	Plant, Fleet & Equipment Administration																																																																																										
	P	Toll & Fleet Arrangements																																																																																										
	P	Testing of Pressure Vessels																																																																																										
	P	Depot Management Projects																																																																																										
	O	Purchasing Delivery Service																																																																																										
	O	Purchase of Waste Plant, Fleet & Equipment																																																																																										
	O	Plant, Fleet & Equipment Stakeholder Consultation & Engagement																																																																																										
	O	Chair Plant and Heavy Fleet Liaison Committee																																																																																										
	O	Purchase of Outdoor Plant Vehicle & Equipment (Yellow)																																																																																										
	O	Management and Maintenance of Light Motor Vehicles (White)																																																																																										
	O	Toll & Fleet Arrangements																																																																																										
	O	Depot Maintenance																																																																																										
	O	Purchase of Light Motor Vehicles (White)																																																																																										
	O	Management of Pool Vehicles																																																																																										
	O	Plant, Fleet & Equipment Administration																																																																																										
Number	SBPO	Accountability																																																																																										
	O	RFS Vehicle Maintenance																																																																																										
	O	Maintenance of Plant, Fleet and Equipment																																																																																										
Number	SBPO	Accountability																																																																																										
	O	Stores and Procurement Services																																																																																										

PART B: 4 Year Delivery Program and 1 Year Operational Plan

Under the 4 year Delivery Plan, the *Section* relates to: effective provision and management of plant, fleet, equipment, and stores. The Infrastructure Directorate directly oversees the delivery of these outcomes; largely as an internal service provider.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div style="display: flex; justify-content: space-around; width: 20px;"> ● ● ● </div>
				1	2	3	4		
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
7.10 – Gradual retirement of vehicles with Internal Combustion Engines (ICE).									
Ensure Council's vehicle fleet is fit-for-purpose. (S DI)	Deliver	(DP 7.10.1) 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.	B: MPF&S P: O:		✓	✓	✓	All vehicle and other fleet assets are assessed as "fit-for-purpose" before purchase contract is commenced.	●

PART C: Financial Outcomes



February fuel costs in line with budget and QBR2.
 Significant capital expenditure in February as advised in January MOR.

PART D: Project Status

2023-24 Asset Replacement Plan on track.

PART E: Business as Usual



New UD 18,000L Water Truck for Moama/Mathoura Works teams.



New FORD Everest Sport for Director Infrastructure.



New CATERPILLAR RM400 Road Reclaimer for Barham/Moulamein Works teams.



New MITSUBISHI Triton for Coordinator Waste Management.



New Baoli Li-ION Forklift with 360 degree rotator for Moama Landfill site

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
	Plant and equipment unfit for purpose	Electronic Pre-Op forms being trialled now with 'Notification of maintenance required" being sent to workshop staff.	Project Replace existing formwork used for stormwater construction activity Task - Develop tag out procedure for unsafe plant and equipment	

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

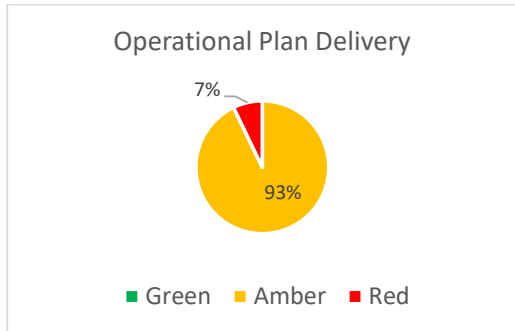
PART A: Section Accountabilities and Team Roles

Manager Works – Ricki Thompson	Project Engineers	Soils Laboratory Supervisor	Road Safety Officer	Works Superintendents																																																																																																																																																																																																												
<p>This team is now solely focused on implementation and the “doing”.</p> <p>Ricki is the Implementation Agent.</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> Civil Works Roads Bridges Ancillary furniture Emergency Services and After Hours Response <p>Their work will include new projects, maintenance, and repair on:</p> <p>Roads, footpaths, stormwater, bridges, signage and linemarking, bus shelters, seats, street scaping, kerb and gutter, pavements, verges, traffic islands, streetlighting, etc.</p>	<p>This role is responsible for the supervision and management of construction and maintenance activities for the Works program including road construction, drainage constructions and contractual subdivision construction. Management of construction and maintenance activities as instructed by Transport for NSW (TfNSW) including fulfilling Murray River Council’s commitment to the Road Maintenance Council Contract (RMCC). In partnership with Works Coordinators, ensure deliverables and outputs from staff and contractors involved in the Works Program are in accordance with works packages, legislation and Murray River Council Policy and Procedures.</p>	<p>This role is responsible for the measurement and assessment of materials including gravels and soils for road pavement construction and repair.</p> <p>The team also manages the traffic counters to assess at a given site</p> <ul style="list-style-type: none"> the number of vehicles per day the vehicle travel speeds direction of travel percentage heavy vehicles <p>Since 2020, the team has relocated this information, along with historic data, into an online system for greater transparency of data and better decision-making for traffic management.</p> <p>Types of Soil Tests for Road Construction to assess soils strength, pavement design, construction quality.</p> <ul style="list-style-type: none"> In-situ Moisture Content. Specific gravity of soil. Particle Size Distribution (By wet sieving & pipette method) Compaction test – Proctor test. <p>California Bearing Ratio (CBR) Test.</p>	<p>This role (half a position) is funded under the NSW Local Government Road Safety Program (LGRSP) up to 30 June 2025.</p> <p>It aims to foster important relationships with local businesses, community groups and institutions to deliver programs that improve road safety and help to integrate a ‘safe system’ approach to reducing road deaths and serious injuries at the local level.</p>	<p>This role is responsible for the coordination, logistics and delivery of capital and operational road works at Council.</p> <p>This includes reviewing customer service requests to assess and prioritise the need for unplanned maintenance works.</p> <p>This team also provides service requests for other parts of the business as required including water, wastewater and stormwater maintenance, road works and other assistance to parks and open spaces, earthworks and fencing for Council managed events.</p> <p>Areas of Focus/Accountability is for the provision of a safe road network including roads, footpaths, bridges, signage and linemarking, bus shelters, seats, kerb and gutter, pavements, verges, traffic islands, streetlighting, etc.</p>																																																																																																																																																																																																												
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Hazardous Spills Presentation</td></tr> <tr><td></td><td>B</td><td>Flood Preparation</td></tr> <tr><td></td><td>B</td><td>Kerb & Guttering</td></tr> <tr><td></td><td>B</td><td>Driveways and Crossovers</td></tr> <tr><td></td><td>B</td><td>Town Maintenance Areas</td></tr> <tr><td></td><td>B</td><td>GPS in Graders</td></tr> <tr><td></td><td>B</td><td>Grant Funding Applications for Roads</td></tr> <tr><td></td><td>B</td><td>Ancillary Transport Infrastructure</td></tr> <tr><td></td><td>B</td><td>Traffic Management</td></tr> <tr><td></td><td>B</td><td>Regional Road Repair Program</td></tr> <tr><td></td><td>B</td><td>Road to Recovery Program</td></tr> <tr><td></td><td>B</td><td>Heavy Vehicle Permits</td></tr> <tr><td></td><td>B</td><td>Road Cleaning Management</td></tr> <tr><td></td><td>B</td><td>Transport for NSW Services</td></tr> <tr><td></td><td>B</td><td>Bridge Maintenance</td></tr> <tr><td></td><td>B</td><td>Management of Local Traffic during an Emergency</td></tr> <tr><td></td><td>B</td><td>Bridge Capital Works</td></tr> <tr><td></td><td>B</td><td>Streetlights</td></tr> <tr><td></td><td>B</td><td>Geotechnical Infrastructure and Soil Testing</td></tr> <tr><td></td><td>B</td><td>Works Project and Safety Plans</td></tr> </tbody> </table>	Number	SBPO	Accountability		B	Hazardous Spills Presentation		B	Flood Preparation		B	Kerb & Guttering		B	Driveways and Crossovers		B	Town Maintenance Areas		B	GPS in Graders		B	Grant Funding Applications for Roads		B	Ancillary Transport Infrastructure		B	Traffic Management		B	Regional Road Repair Program		B	Road to Recovery Program		B	Heavy Vehicle Permits		B	Road Cleaning Management		B	Transport for NSW Services		B	Bridge Maintenance		B	Management of Local Traffic during an Emergency		B	Bridge Capital Works		B	Streetlights		B	Geotechnical Infrastructure and Soil Testing		B	Works Project and Safety Plans	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Road Drainage</td></tr> <tr><td></td><td>P</td><td>Works Projects and Safety Plans</td></tr> <tr><td></td><td>P</td><td>Regional Road Repair Program</td></tr> <tr><td></td><td>P</td><td>Kerb and Guttering</td></tr> <tr><td></td><td>P</td><td>Pathways</td></tr> <tr><td></td><td>P</td><td>Road Safety Programs</td></tr> <tr><td></td><td>P</td><td>Sealed Road Delivery</td></tr> <tr><td></td><td>P</td><td>Public Parking</td></tr> <tr><td></td><td>P</td><td>Town Maintenance (Public Furniture and Transport)</td></tr> <tr><td></td><td>P</td><td>Traffic Management</td></tr> <tr><td></td><td>P</td><td>Road to Recovery</td></tr> <tr><td></td><td>P</td><td>Ancillary Transport Infrastructure</td></tr> <tr><td></td><td>O</td><td>RMS RMCC</td></tr> <tr><td></td><td>O</td><td>Automated Road Cleaning</td></tr> <tr><td></td><td>O</td><td>Traffic Management Planning</td></tr> <tr><td></td><td>O</td><td>Pipe Culverts and Storm Water</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	Road Drainage		P	Works Projects and Safety Plans		P	Regional Road Repair Program		P	Kerb and Guttering		P	Pathways		P	Road Safety Programs		P	Sealed Road Delivery		P	Public Parking		P	Town Maintenance (Public Furniture and Transport)		P	Traffic Management		P	Road to Recovery		P	Ancillary Transport Infrastructure		O	RMS RMCC		O	Automated Road Cleaning		O	Traffic Management Planning		O	Pipe Culverts and Storm Water	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Gravel Pits</td></tr> <tr><td></td><td>P</td><td>Gravel Pits</td></tr> <tr><td></td><td>P</td><td>Soil Testing & Geotechnical Infrastructure</td></tr> <tr><td></td><td>O</td><td>Gravel Pits</td></tr> <tr><td></td><td>O</td><td>Soil Testing</td></tr> <tr><td></td><td>O</td><td>Quality of Road Works (Soil)</td></tr> <tr><td></td><td>O</td><td>Traffic Surveys</td></tr> </tbody> </table>	Number	SBPO	Accountability		B	Gravel Pits		P	Gravel Pits		P	Soil Testing & Geotechnical Infrastructure		O	Gravel Pits		O	Soil Testing		O	Quality of Road Works (Soil)		O	Traffic Surveys	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Application Reviews for heavy vehicle permits</td></tr> <tr><td></td><td>O</td><td>Psychological Road Safety</td></tr> <tr><td></td><td>O</td><td>Grant Funding applications for Road Safety</td></tr> </tbody> </table>	Number	SBPO	Accountability		O	Application Reviews for heavy vehicle permits		O	Psychological Road Safety		O	Grant Funding applications for Road Safety	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>Local Traffic Emergency Management</td></tr> <tr><td></td><td>P</td><td>Depot Management Projects</td></tr> <tr><td></td><td>O</td><td>Street Light Reporting and Complaints</td></tr> <tr><td></td><td>O</td><td>Internal Construction Material Disposal</td></tr> <tr><td></td><td>O</td><td>Rural Road Program</td></tr> <tr><td></td><td>O</td><td>Major Traffic Incident Delivery</td></tr> <tr><td></td><td>O</td><td>Sealed Road Program</td></tr> <tr><td></td><td>O</td><td>Regional Road Repair Program</td></tr> <tr><td></td><td>O</td><td>Levee Banks</td></tr> <tr><td></td><td>O</td><td>Traffic Management</td></tr> <tr><td></td><td>O</td><td>Implementation and Close out of Works</td></tr> <tr><td></td><td>O</td><td>Maintenance of Rear Lanes/Car Parks</td></tr> <tr><td></td><td>O</td><td>Flood Preparation</td></tr> <tr><td></td><td>O</td><td>Pathways</td></tr> <tr><td></td><td>O</td><td>Private Roads</td></tr> <tr><td></td><td>O</td><td>Ancillary Transport Infrastructure</td></tr> <tr><td></td><td>O</td><td>Town Furniture (Public Furniture and Transport)</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	Local Traffic Emergency Management		P	Depot Management Projects		O	Street Light Reporting and Complaints		O	Internal Construction Material Disposal		O	Rural Road Program		O	Major Traffic Incident Delivery		O	Sealed Road Program		O	Regional Road Repair Program		O	Levee Banks		O	Traffic Management		O	Implementation and Close out of Works		O	Maintenance of Rear Lanes/Car Parks		O	Flood Preparation		O	Pathways		O	Private Roads		O	Ancillary Transport Infrastructure		O	Town Furniture (Public Furniture and Transport)
Number	SBPO	Accountability																																																																																																																																																																																																														
	B	Hazardous Spills Presentation																																																																																																																																																																																																														
	B	Flood Preparation																																																																																																																																																																																																														
	B	Kerb & Guttering																																																																																																																																																																																																														
	B	Driveways and Crossovers																																																																																																																																																																																																														
	B	Town Maintenance Areas																																																																																																																																																																																																														
	B	GPS in Graders																																																																																																																																																																																																														
	B	Grant Funding Applications for Roads																																																																																																																																																																																																														
	B	Ancillary Transport Infrastructure																																																																																																																																																																																																														
	B	Traffic Management																																																																																																																																																																																																														
	B	Regional Road Repair Program																																																																																																																																																																																																														
	B	Road to Recovery Program																																																																																																																																																																																																														
	B	Heavy Vehicle Permits																																																																																																																																																																																																														
	B	Road Cleaning Management																																																																																																																																																																																																														
	B	Transport for NSW Services																																																																																																																																																																																																														
	B	Bridge Maintenance																																																																																																																																																																																																														
	B	Management of Local Traffic during an Emergency																																																																																																																																																																																																														
	B	Bridge Capital Works																																																																																																																																																																																																														
	B	Streetlights																																																																																																																																																																																																														
	B	Geotechnical Infrastructure and Soil Testing																																																																																																																																																																																																														
	B	Works Project and Safety Plans																																																																																																																																																																																																														
Number	SBPO	Accountability																																																																																																																																																																																																														
	P	Road Drainage																																																																																																																																																																																																														
	P	Works Projects and Safety Plans																																																																																																																																																																																																														
	P	Regional Road Repair Program																																																																																																																																																																																																														
	P	Kerb and Guttering																																																																																																																																																																																																														
	P	Pathways																																																																																																																																																																																																														
	P	Road Safety Programs																																																																																																																																																																																																														
	P	Sealed Road Delivery																																																																																																																																																																																																														
	P	Public Parking																																																																																																																																																																																																														
	P	Town Maintenance (Public Furniture and Transport)																																																																																																																																																																																																														
	P	Traffic Management																																																																																																																																																																																																														
	P	Road to Recovery																																																																																																																																																																																																														
	P	Ancillary Transport Infrastructure																																																																																																																																																																																																														
	O	RMS RMCC																																																																																																																																																																																																														
	O	Automated Road Cleaning																																																																																																																																																																																																														
	O	Traffic Management Planning																																																																																																																																																																																																														
	O	Pipe Culverts and Storm Water																																																																																																																																																																																																														
Number	SBPO	Accountability																																																																																																																																																																																																														
	B	Gravel Pits																																																																																																																																																																																																														
	P	Gravel Pits																																																																																																																																																																																																														
	P	Soil Testing & Geotechnical Infrastructure																																																																																																																																																																																																														
	O	Gravel Pits																																																																																																																																																																																																														
	O	Soil Testing																																																																																																																																																																																																														
	O	Quality of Road Works (Soil)																																																																																																																																																																																																														
	O	Traffic Surveys																																																																																																																																																																																																														
Number	SBPO	Accountability																																																																																																																																																																																																														
	O	Application Reviews for heavy vehicle permits																																																																																																																																																																																																														
	O	Psychological Road Safety																																																																																																																																																																																																														
	O	Grant Funding applications for Road Safety																																																																																																																																																																																																														
Number	SBPO	Accountability																																																																																																																																																																																																														
	P	Local Traffic Emergency Management																																																																																																																																																																																																														
	P	Depot Management Projects																																																																																																																																																																																																														
	O	Street Light Reporting and Complaints																																																																																																																																																																																																														
	O	Internal Construction Material Disposal																																																																																																																																																																																																														
	O	Rural Road Program																																																																																																																																																																																																														
	O	Major Traffic Incident Delivery																																																																																																																																																																																																														
	O	Sealed Road Program																																																																																																																																																																																																														
	O	Regional Road Repair Program																																																																																																																																																																																																														
	O	Levee Banks																																																																																																																																																																																																														
	O	Traffic Management																																																																																																																																																																																																														
	O	Implementation and Close out of Works																																																																																																																																																																																																														
	O	Maintenance of Rear Lanes/Car Parks																																																																																																																																																																																																														
	O	Flood Preparation																																																																																																																																																																																																														
	O	Pathways																																																																																																																																																																																																														
	O	Private Roads																																																																																																																																																																																																														
	O	Ancillary Transport Infrastructure																																																																																																																																																																																																														
	O	Town Furniture (Public Furniture and Transport)																																																																																																																																																																																																														

murray river council Monthly Operational Report – February 2024 Works

B	Management of Town Maintenance (Public Furniture – Transport)					O	Rural Road Reserve
B	Grant Funding applications for Footpaths and Bike paths under RMS					O	Kerb and Guttering
B	Private Road Maintenance					O	Physical Road Safety
B	Emergency Traffic Response Management					O	RFS Hazard Reduction Earth Works
B	Sealed Road Management					O	Public Parking
B	Road Drainage					O	Bridge Maintenance
B	Pathway Management					O	Local Traffic Emergency Management
B	Road Opening Application Register					O	Hazardous Spills
B	Major Traffic Incident Preparation and Planning					O	Storm Water Collection Points
B	Rural Road Management					O	Road to Recovery Program
B	Road Safety Program					O	Lift Bridges
B	Works and Fleet Administration					O	Depot Maintenance
B	Management of Levee Banks						
P	Supply Requests and Budget Oversight						
P	Major Traffic Incident Preparation and Planning						
P	RFS Minor Construction and Maintenance						
P	Roads Grant Funding						
P	Transport for NSW Services						
P	Road Cleaning						
P	Lift Bridge						
P	Private Road Maintenance						
P	Rural Roads						
P	Hazardous Spills						

PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4-year Delivery Plan, the *Section* relates to: vehicular, aviation, cyclists; car parking; quarries; delineation, line marking, signage and lighting; emergency response and on-call; traffic committee administration; and risk mitigation. The Infrastructure Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
Theme 1 – Goal 1 - Facilitate Circular Economy									

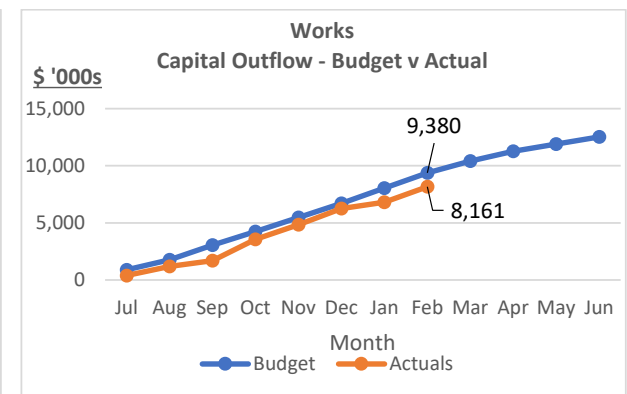
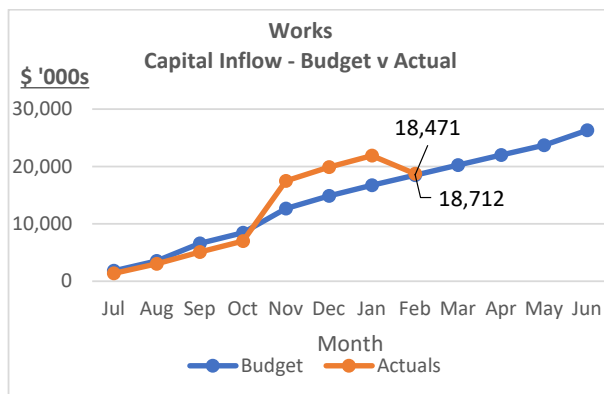
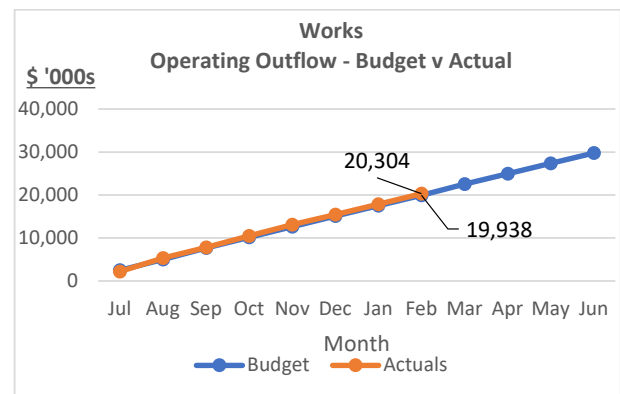
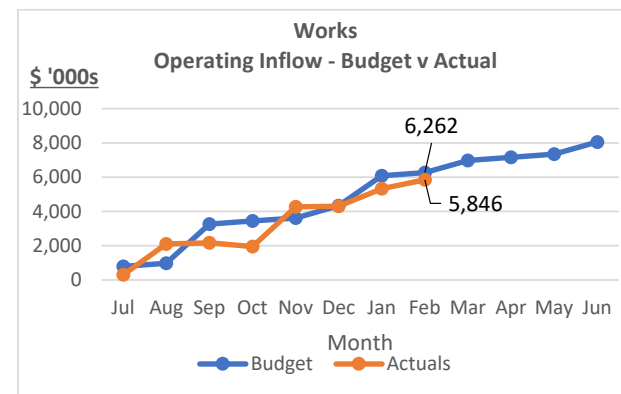
1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. (S DPE)	Deliver, Partner	(DP 1.2.2) Investigate options to use recycled materials in more projects across Council.	B: MWCS P: MWCS O: MWCS	✓	✓	✓	✓	In progress. Crushed concrete is used extensively at Transfer Stations and landfills to improve access. Other divisions of Council are continuously encouraged to assess the merits of recycled products for use in projects and services. Road pavement materials are recycled in reconstruction projects and if any materials are required to be removed, this can be reused at Council's water facilities. Reviewing Project Management Framework to incorporate into future projects.	●
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment									
1.3 - Integrated Water Cycle Management									
Review and update the Residential Drainage / Flood Management Strategies (S DI)	Deliver	(DP 1.3.1. A) Progress the Moama West Drainage Strategy as development grows.	B: MW P: MIP O: MW	✓	✓			Ongoing, however due to the recent floods, which has delayed the completion of the Echuca Moama Flood Study, the development of this strategy has been put on hold. Once findings from the flood study are finalised, the review of the Moama drainage strategy will recommence (likely to be during the next CSP / DP). The pending Housing Strategy will also impact on this.	●
	Deliver	(DP 1.3.1.B) Construction of the Moulamein Levee	B: MW P: MIP O: CW		✓	✓		Planning works in progress.	●
	Deliver	(DP 1.3.1.C) Investigate and progress stormwater infrastructure upgrades across the region	B: MW P: PE O: CW	✓	✓	✓		Ongoing. Upgrades incorporated into any road reconstruction projects as required.	●
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.5 – Lighting upgrades & improvements									
LED lighting Strategy and program to be rolled out across the Council area (Street lighting and Parks and Reserves). (S DI)	Deliver	(DP 3.5.1) Progressive LED lighting replacement program to be undertaken over next 10 years. New subdivisions to use LED lighting.	B: MW P: SE O: Authority	✓	✓	✓	✓	Ongoing. LED lighting implemented in new works / subdivisions through the Essential Energy Section 45 notice. Sports grounds and courts are done. Some parks and reserves to be completed. Parks and Open Space Strategy being updated to reflect lighting upgrades to LED or solar.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
6.1 – Cycle, foot and other pathways									
Pathways Plan to be developed taking into account sensitive design of pathways to consider environmental factors, accessibility and amenity. (S DI)	Deliver	(DP 6.1.1) Develop and begin implementation of a Pathways Plan for implementation across the LGA.	B: MW P: PE O: Consultants	✓	✓	✓	✓	Ongoing. Investigating further funding avenues through Get Active NSW. Submission made for strategy funding.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
6.2 – Improved and consistent road signage across the region.									
Develop a plan to focus on updating road and pathway signage across the region (S DI)	Deliver	(DP 6.2.1) Develop and begin implementation of consistent and accurate signage across Council's roads and pathways	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. All new works to be in accordance with current standards. Identification of older signage across Council's roads and pathways for renewal.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
6.3 – Improved parking options & consideration of larger vehicles (caravan, boat, RV, trailer).									
Work with community to plan and deliver a parking options report and delivery plan for the whole of Council. (S DI)	Deliver	(DP 6.3.1) Develop and begin implementation of parking options plan for all of Council.	B: MW P: SE O: CW		✓	✓	✓	Ongoing. Planning for a parking trial in Moama nearing completion.	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
6.4 – Local road & drainage options									

murray river council Monthly Operational Report – February 2024

Works

Develop and implement a roads and drainage program of works. (S DI)	Deliver	(DP 6.4.1) Develop and begin implementation of roads and drainage program of works for all of Council which addresses community concerns and feedback	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. 2023/24 reviewed monthly. Current survey and design package will include projects to be included in future program of works.	●
Sensitive design of roads to consider environmental factors, accessibility and amenity. (S DI)	Deliver, Partner, Advocate	(DP 6.4.2) Ensure Pework procedures are defined and developed to take into consideration Environmental and Heritage considerations	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Use of Project Management Framework to document necessary planning and approval requirements. Completion of Project Management Plans for new works where environmental and heritage considerations are documented. Engagement of a suitably qualified environmental scientist as required to evaluate and address environmental risks so that the that the design is complainant and satisfies project consent requirements.	●
Theme 6 – Goal 3 – Advocate for improved public transport.									
6.6 – Public Transport that connects towns									
Work with state governments and local transport companies to improve service and infrastructure requirements (S DI)	Advocate	(DP 6.8.1) Upgrade and installation of infrastructure as identified.	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Funding secured under the Country Passenger Transport Infrastructure Grants Scheme for bus shelters. Planning for bus shelter installations have commenced in accordance with funding guidelines. Met with Newtons Bus Service and Dysons to review current servicers, opportunities for improvement and the expansion of Moama.	●
Theme 6 – Goal 4 – Enable commercial transport and connection opportunities.									
6.9 – Truck Parking									
Consult and apply for grant funding for upgrades and new truck parking sites. (S DI)	Deliver, Partner, Advocate	(DP 6.9.1) 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 will be the initial priority.	B: MW P: MCE O: PE	✓	✓	✓	✓	Ongoing. Moulamein truck parking area concept plan provided and under review.	●
Theme 6 – Goal 4 – Enable commercial transport and connection opportunities.									
6.10 – Major Road Upgrades									
Road Asset Management Plan to deliver a financially sustainable road network across the LGA. (S DI)	Deliver, Partner, Advocate	(DP 6.10.1) Road Asset Management Plan under continual renewal with a program of deliverable projects developed for roads across the region.	B: MW P: MSA O: PE	✓	✓	✓	✓	Ongoing. Current survey and design package will include projects to be included in future program of works. Current Asset Management Policy under review, with proposed changes to be incorporated for internal comment.	●
	Deliver, Partner, Advocate	(DP 6.10.2) Advocate to Transport NSW for upgrades to state and regional roads.	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Funding secured for Kyalite Road widening, deed to be provided. Design of Barmah Road rehabilitation underway. Meetings with TfNSW conducted along the Cobb Highway.	●

PART C: Financial Outcomes



PART D: Project Status

Location	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Mathoura	Roads to Recovery (R2R)	Bunnaloo Road Widening & Reconstruction (Ch 7.09km – 8.92km)	Finalisation	100%	Completed.	Practical completion completed late January.
Mathoura	Roads to Recovery (R2R)	Bunnaloo Road Widening & Reconstruction (Ch 2.25km – 4.0km)	Construction	50%	In progress.	Base layer in progress, scheduled for completion in late April.
Speewa	Roads to Recovery (R2R)	Speewa Road Widening & Reconstruction	Construction	80%	In progress.	Base layer nearing completion, seal schedule for end of March.
Barham	Roads to Recovery (R2R)	Wakool Street & Chester Street Intersection Traffic Calming	Planning	15%	In progress.	On review and feedback from adjacent properties, alternate treatment to intersection to be considered. Alternate alignment concept completed.
Various	Disaster Recovery Funding Arrangements (DRFA)	AGRN 1034 – NSW Flooding from 14 September 2022	Construction	70%	In progress.	112 out of 160 damages completed.
Various	Fixing Local Roads (FLR)	Pothole Repair Round 2023-2024	Close out	98%	In progress.	Works completed and funding exhausted. The total number of potholes completed was 8,876. Project completion report documentation in progress, to be submitted by end of March.
Various	Regional & Local Roads Repair Program (RLRRP) to be superseded with the Regional Emergency Roads Repair Fund (RERRF)	Regional Emergency Roads Repair Program 2023-2027	Planning / Construction	10%	In progress.	Works progressing based on variation deed, from the original approved RLRRP works. Draft detailed work plan submitted to TfNSW for review. Detailed work plan to be finalised by end of April 2024. Works recommencing on heavy patching in February. Gravel resheeting works scheduled.
Bunnaloo	Fixing Local Roads Round 4 (FLR4)	Perricoota Road, Bunnaloo	Construction	75%	In progress.	Works are continuing to progress well. 4km to be completed and on track to be six (6) months ahead of the required completion date.
Kyalite	Co-funded Fixing Country Roads Round 6 Council Regional Emergency Roads Repair Fund (RERRF)	Kyalite Road Widening	N/A	0%	Not commenced.	Deed to be provided by funding body for execution.
Various	Block Grant	Regional Road Reseals	Construction	10%	In progress.	Contractor inspections and seal design schedule for March and works to be completed in April.
Various	Council	Urban Street Reseals	Construction	10%	In progress.	Contractor inspections and seal design schedule for March and works to be completed in April.
Various	Block Grant	Deni Barham Road Rehabilitation & Widening	Planning	25%	In progress.	Commenced in February.
Various	Block Grant	Barmah Road Rehabilitation & Widening	Planning	5%	In progress.	Pavement design finalised. Detail design to be completed in March.
Thyra	Council	Thyra Road Railway Crossing Removal	Pre-construction	10%	In progress.	Works scheduled for March / April.

PART E: Business as Usual

Road Opening Permit & Driveway / Crossover Applications

A Road Opening Permit (ROP) and applications to construct a driveway or crossover are in accordance with Section 138 of the Roads Act.

For the current month, [eight \(8\)](#) new applications have been processed for ROPs and driveway / crossover applications, for a total of [121](#) for the financial year.

Application	Received YTD	Completed YTD	Received Current Month	Completed Current Month	Pending / To be Completed	Application Returned for Further Information

Road Opening Permits	95	94	12	11	0	1
Driveway / Crossover Applications	52	52	14	14	0	0

Pre-pour inspections for driveways / crossovers: 30

Culvert installation inspections: 0

Pre-application consults: 4

Flood Recovery

Council has completed 112 out of 160 damages. This includes 69 Immediate Reconstruction items and 43 of 88 REPA Reconstruction items.

This includes works on the following roads.

- Amor Road
- Aratula Road
- Balranald Road
- Barmah Road
- Barnes Road
- Caldwell Line Road
- Chanter Street
- Cornalla Road
- Edgar Road
- Finn Road
- Fraser Road
- Gilmour Road
- Gorey Road
- Holmes Street
- Kyalite Road
- Leetham Road
- Milgate Road
- Millewa Road
- Moama Street
- Nineteen Mile Road
- Officer Road
- Old Barmah Road
- Old Morago Road
- Perricoota Road
- Perricoota-Forest Road
- Picnic Point Road
- Riverside Caravan Park Access Road
- Sandy Bridge Road
- Tarragon Road
- Wakool Road

The deadline to complete the final phase is 30 June 2025.

5 Year Crash Statistics

79% of the crashes were single vehicle crashes.

76% of the crashes were single vehicles going off the road which is usually caused by excessive speed, fatigue or distraction (e.g. mobile phone use).

Year	# Crashes	# Casualties	Degree of crash - detailed	# Crashes	% of Total	Degree of casualty - detailed	# Casualties	% of Total
2018	28	43						
2019	21	25	Fatal	6	7.0%	Killed	6	5.1%
2020	12	18	Serious Injury	6	7.0%	Seriously Injured	8	6.8%
2021	16	18	Moderate Injury	25	29.1%	Moderately Injured	31	26.3%
2022	9	14	Minor/Other Injury	46	53.5%	Minor/Other Injured	66	55.9%
			Uncategorised Injury	3	3.5%	Uncategorised Injured	7	5.9%

Crashes with alcohol involved		Crashes with speeding involved		Crashes with fatigue involved	
10	11.6%	30	34.9%	14	16.3%

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
				● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

We are making great advancements with the flood restoration works.

Barham depot have provided great assistance to the Water team during recent works.

Great progress has been made in the recent commencement of Deni Barham Road rehabilitation and widening.

Perricoota Road resheeting, Bunnaloo Road and Speewa Road reconstruction projects are progressing well, all to be completed by the end of April.

Upcoming works include continuation of flood restoration works, regional roads and urban street reseals, Deniliquin-Barham Road, Vallance Court, Thyra Road railway removal and various K&G, stormwater and footpaths maintenance and renewals.



Street sweeper in action.



Works on Bunnaloo Road.



Table drain maintenance and cleaning in Barham.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

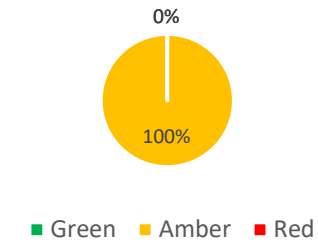
Flood restoration works continue to track well with 112 out of 160 damages completed. Reseals contract challenges have been resolved and works are moving forward during March / April.

PART A: Section Accountabilities and Team Roles

Manager Water Services – Phillip Smith	Supervisor Water & Wastewater (By Location)	Assistant Supervisor																																																																																																															
<p>This team is now solely focused on implementation and the “doing”.</p> <p>Murray is the Implementation Agent</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> Water source access (including alternative supply options) Water and wastewater treatment processes Water distribution and quality Wastewater collection Water efficiency and reuse Emergency Services and After-Hours Response <p>Their work will include:</p> <p>Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection & repair, planned and unplanned pipe maintenance, pump operations and repair, customer response.</p>	<p>The supervisors of the Wastewater and Water teams are responsible for the day-to-day operations of the field staff.</p> <p>Ensuring this most commonly unseen business of Council is ran effectively 24/7 365 days of the year.</p>	<p>The assistant supervisor of the Wastewater and Water teams is responsible for all daily assistance to the supervisors as required.</p>																																																																																																															
<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Potable Water</td></tr> <tr><td></td><td>B</td><td>Sewer System</td></tr> <tr><td></td><td>B</td><td>SCADA</td></tr> <tr><td></td><td>B</td><td>Stormwater & Sewerage Reuse</td></tr> <tr><td></td><td>B</td><td>Stormwater Pipe and Pump Network</td></tr> <tr><td></td><td>B</td><td>Planning for Utilities Failure</td></tr> <tr><td></td><td>B</td><td>Water Quality & Reuse</td></tr> <tr><td></td><td>B</td><td>Water Meters</td></tr> <tr><td></td><td>B</td><td>Liquid Trade Waste</td></tr> <tr><td></td><td>B</td><td>Water Administration</td></tr> <tr><td></td><td>B</td><td>Raw Water</td></tr> <tr><td></td><td>B</td><td>Public Health (Water)</td></tr> <tr><td></td><td>B</td><td>Water Meter Application Registers</td></tr> <tr><td></td><td>P</td><td>Utilities Failure Planning</td></tr> <tr><td></td><td>P</td><td>Internal Water Supply</td></tr> <tr><td></td><td>P</td><td>Public Health (Water) Projects</td></tr> <tr><td></td><td>P</td><td>Water Meters</td></tr> <tr><td></td><td>O</td><td>Utilities Failure</td></tr> <tr><td></td><td>O</td><td>Setting Water and Wastewater Annual Charges</td></tr> <tr><td></td><td>O</td><td>Stormwater Pipe and Pump Network</td></tr> <tr><td></td><td>O</td><td>Caravan Park Maintenance Water Services</td></tr> <tr><td></td><td>O</td><td>Monitoring and Renewal of Water Licensing</td></tr> </tbody> </table>	Number	SBPO	Accountability		B	Potable Water		B	Sewer System		B	SCADA		B	Stormwater & Sewerage Reuse		B	Stormwater Pipe and Pump Network		B	Planning for Utilities Failure		B	Water Quality & Reuse		B	Water Meters		B	Liquid Trade Waste		B	Water Administration		B	Raw Water		B	Public Health (Water)		B	Water Meter Application Registers		P	Utilities Failure Planning		P	Internal Water Supply		P	Public Health (Water) Projects		P	Water Meters		O	Utilities Failure		O	Setting Water and Wastewater Annual Charges		O	Stormwater Pipe and Pump Network		O	Caravan Park Maintenance Water Services		O	Monitoring and Renewal of Water Licensing	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>O</td><td>Storage and Disposal of Storm Water</td></tr> <tr><td></td><td>O</td><td>Sewerage quality improvement and maintenance service – above minimum standard</td></tr> <tr><td></td><td>O</td><td>Water Meters</td></tr> <tr><td></td><td>O</td><td>Water Quality & Reuse improvement & maintenance service – above minimum standard</td></tr> <tr><td></td><td>O</td><td>Raw Water Improvement and Maintenance</td></tr> <tr><td></td><td>O</td><td>Water Reuse improvement and maintenance</td></tr> <tr><td></td><td>O</td><td>SCADA</td></tr> <tr><td></td><td>O</td><td>Potable Water improvement and maintenance</td></tr> <tr><td></td><td>O</td><td>Sewerage Systems</td></tr> <tr><td></td><td>O</td><td>Water Quality & Reuse improvement and maintenance</td></tr> <tr><td></td><td>O</td><td>Testing of Pressure Vessels</td></tr> <tr><td></td><td>O</td><td>NSW Health Water Quality Sample Collections</td></tr> <tr><td></td><td>O</td><td>Cleaning of Mathoura Public Toilets Weekend/PHs</td></tr> </tbody> </table>	Number	SBPO	Accountability		O	Storage and Disposal of Storm Water		O	Sewerage quality improvement and maintenance service – above minimum standard		O	Water Meters		O	Water Quality & Reuse improvement & maintenance service – above minimum standard		O	Raw Water Improvement and Maintenance		O	Water Reuse improvement and maintenance		O	SCADA		O	Potable Water improvement and maintenance		O	Sewerage Systems		O	Water Quality & Reuse improvement and maintenance		O	Testing of Pressure Vessels		O	NSW Health Water Quality Sample Collections		O	Cleaning of Mathoura Public Toilets Weekend/PHs	<p>Accountabilities</p> <p>Accountabilities cannot be split between people. If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability</p>
Number	SBPO	Accountability																																																																																																															
	B	Potable Water																																																																																																															
	B	Sewer System																																																																																																															
	B	SCADA																																																																																																															
	B	Stormwater & Sewerage Reuse																																																																																																															
	B	Stormwater Pipe and Pump Network																																																																																																															
	B	Planning for Utilities Failure																																																																																																															
	B	Water Quality & Reuse																																																																																																															
	B	Water Meters																																																																																																															
	B	Liquid Trade Waste																																																																																																															
	B	Water Administration																																																																																																															
	B	Raw Water																																																																																																															
	B	Public Health (Water)																																																																																																															
	B	Water Meter Application Registers																																																																																																															
	P	Utilities Failure Planning																																																																																																															
	P	Internal Water Supply																																																																																																															
	P	Public Health (Water) Projects																																																																																																															
	P	Water Meters																																																																																																															
	O	Utilities Failure																																																																																																															
	O	Setting Water and Wastewater Annual Charges																																																																																																															
	O	Stormwater Pipe and Pump Network																																																																																																															
	O	Caravan Park Maintenance Water Services																																																																																																															
	O	Monitoring and Renewal of Water Licensing																																																																																																															
Number	SBPO	Accountability																																																																																																															
	O	Storage and Disposal of Storm Water																																																																																																															
	O	Sewerage quality improvement and maintenance service – above minimum standard																																																																																																															
	O	Water Meters																																																																																																															
	O	Water Quality & Reuse improvement & maintenance service – above minimum standard																																																																																																															
	O	Raw Water Improvement and Maintenance																																																																																																															
	O	Water Reuse improvement and maintenance																																																																																																															
	O	SCADA																																																																																																															
	O	Potable Water improvement and maintenance																																																																																																															
	O	Sewerage Systems																																																																																																															
	O	Water Quality & Reuse improvement and maintenance																																																																																																															
	O	Testing of Pressure Vessels																																																																																																															
	O	NSW Health Water Quality Sample Collections																																																																																																															
	O	Cleaning of Mathoura Public Toilets Weekend/PHs																																																																																																															

PART B: 4 Year Delivery Program and 1 Year Operational Plan

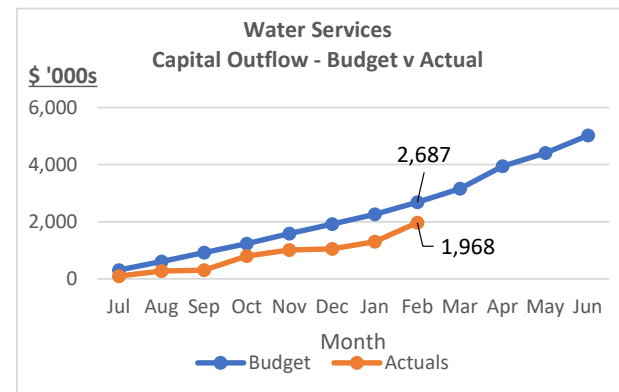
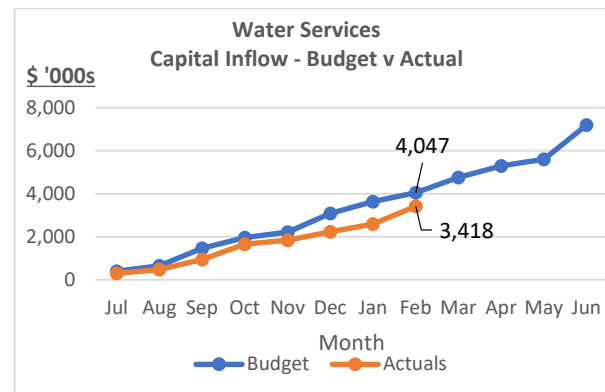
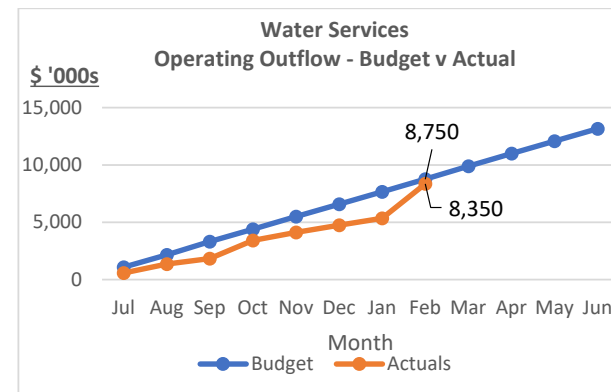
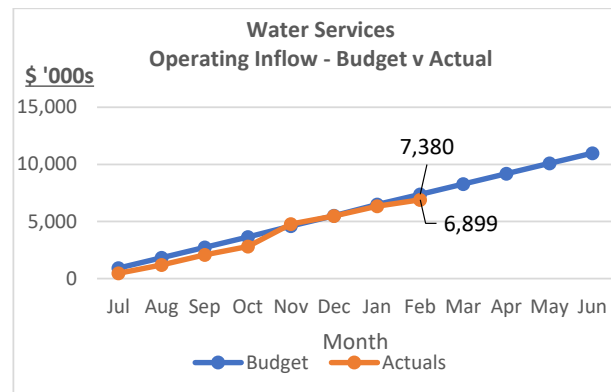
Operational Plan Delivery



Under the 4-year Delivery Plan, the Water, Wastewater and Sewerage Section relates to: providing a safe drinking water and reliable sewerage network for our urban communities. The Director of Infrastructure directly oversees the delivery of these outcomes


4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment									
1.3 - Integrated Water Cycle Management									
Review and update the Drinking Water Management System. (S DI)	Deliver	(DP 1.3.2) Investigate and address water pressure issues across the region	B: MWS P: O:	✓	✓	✓	✓	Initial investigations of water pressure and infrastructure complete. Barham rectification works are underway and on target to be online by 2024.	Green
Review and update the Sewer Strategy / Management Plan (S DI)	Deliver	(DP 1.3.3) Review and update sewer plant and network operations as required. Ongoing investigations	B: MWS P: O:	✓	✓	✓	✓	Investigated current sewer plant and network across the Council is complete. Currently in the process of investigating options for future growth and maintenance.	Amber

PART C: Financial Outcomes



PART D: Project Status

Location & Service	Type of Work	Project Description	Status	% Works Complete	Comments
Barham Filtered water	Capital Upgrade	Booster pump for Barham Filtered water town supply. The project will result in a significant increase in water pressure for Barham residents.	Under Construction	100%	Detailed design complete. Essential valves and fittings installed to network for connection of pump. Contractor Engaged for construction of building required onsite. Slab and foundations complete. Pumps have arrived and the fittings are being fabricated. Power meter installed and pumps commissioned

					
Koraleigh Raw Water network.	Capital Project	Design, consultation, and construction of Raw Water network in Koraleigh.	Complete	100%	Design is and consultation complete. Project is out to tender for construction. Tender process completed materials ordered for construction. Construction completed and network is operational.
Barham Sewer Scheme	Capital Upgrade	Design and construction of Barham Town Sewer Scheme.	Tender	40%	Tender in progress Preliminary Environmental assessment drafted. Under review
Moama Sewer Scheme	Capital Upgrade	Design of the Moama Sewer treatment to support growth and sustainability.	Tender	10%	Review of strategic documents required for design tender.
Wakool water reservoir renewal	Capital Renewal	Replacement of the existing filtered water reservoir for Wakool water supply (Stage 1 of 2)	Under construction	30%	Procurement and design complete. Design finalised. Dates for construction TBC.

PART E: Business as Usual



Barham chlorine gas dosing replacement



Odour control unit at pump station



New filtered flow meter at Mathoura WTP




Online turbidity meters



Machinery shed complete for minor plant at Moama WTP.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Complaint	Action Undertaken	
1/08/2023	Complaint to EPA regarding reported odour near Moama Sewer Treatment Works.	Met EPA onsite 3 rd of August to investigate odour complaint. No issues to be resolved following inspection by EPA.	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
16/7/21	Contamination of water supply	Former Council Critical Control Points.	Task - Develop a Water Quality Management Plan. At Final Draft Stage. Task - Develop backflow prevention register and testing process. Backflow devices are being installed on standpipes	● ● ●
16/7/21	Use of unfit for purpose re-claimed water on public spaces	Stormwater Planning now considers an alternative water supply and not a waste product.	Project - Full independent review to be undertaken of effluent re-use schemes Task - Ensure rigorous agreements with the user groups are implemented Task - Review processes and ensure all legislative requirements are met and approval is obtained under Section 60 of the Local Government Act	●
2017	Major sewerage infrastructure blockage, overflow or failure		Project - Install CCTV recording of sewer system Task - Continue refinement of Liquid Trade Waste System Task - Develop and implement water quality management plan	● ● ●
1/2/21	Public Accessing the water tower at the Barham Recreation Reserve	Fencing around the site.	Security Fencing has been installed around reservoir Task - Cage to be placed around the bottom of the stairs to prevent access Task - Secure gaps between ground and bottom of fence in Northwest corner of reserve	● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

- Congratulations to Blake Keech and Kirk Ardley completing DPIE Wastewater Treatment Operations and completing their practical component at Edward River Councils site in Deniliquin.
- Congratulations to Hayden Metcalfe, Trevor Wright and Chris Flett for completing fluoride dosing training and completing practical components.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

- Barham's water pressure has been significantly increased with the commissioning of the new pump station at the water tower after the issue was identified through the CSP. The filtered water mains were also flushed as part of the project after notifying the community.
- Draft Augmentation plans for the Moama water treatment plant for any future black water events are being reviewed by DPIE for approval.
- Council is seeking funding through the Safe Secure Water Program for essential upgrades to the Moama Sewer Treatment Plant following recommendations from the Integrated Water Cycle Management Plan.
- Council is in the final stages of implementing Waste ID for the regulation of Liquid Trade Waste transport and disposal. Council will be installing QR codes at various locations further information will be available by scanning the QR codes.

PART A: Section Accountabilities and Team Roles

Strategic Property Specialist – Chris Godfrey	
<p>To ensure long-term sustainability and service delivery of the Council's land and associated facilities by delivering the Revenue Task Force recommendations (land and building assets).</p> <p>Build strong partnerships with key stakeholders and work with the community to ensure ongoing provisions of the appropriate and sustainable level of community facilities are available, whilst safeguarding the Council's financial interests.</p> <p>Liaise with internal managers and external stakeholders to understand the service level requirements that Councils land and associated facilities by:</p> <ul style="list-style-type: none"> - Interfacing with stakeholders, (internal and external), with regard to retention of some and rationalisation/retirement/conversion of other property assets throughout the council area. -To liaise with relevant managers who will develop strategies in line with the rationalisation of assets. 	
Accountabilities	
SBPO	Accountability
B	Revenue Task Force - Reconciliation of Phase II of the Program
B	Planning stakeholder interaction
P	Project delivery of RTF recommendations

PART B: 4 Year Delivery Program and 1 Year Operational Plan

N/A

PART C: Financial Outcomes

N/A

PART D: Project Status

The ex-CEO house in Moulamein was sold and settlement occurred on 24 February 2024.
 The RFS block and shed on Moulamein Road, Barham was sold and settlement occurred on 28 February 2024.

Moulamein Aerodrome site remains advertised for sale through agent.
 Internal assessment of 2 Operational Land parcels was completed in February with both assessed as surplus to requirements.
 44 Nyang Street, Moulamein has been approved for disposal through competitive direct sale at the February Council Meeting. Real estate agent and conveyancer for the sale will be selected in March with aim to have property on the market by mid March.

PART E: Business as Usual

Continuous investigation to identify potential disposal opportunities of surplus land and building assets.
 Group of 40 Community assets submitted to 3rd party for creation of proposal to convert from Community to Operational land.
 22 Community assets proposed to be converted due to incorrect classification – drainage sites.
 18 Community assets proposed to be converted due to being wholly or partially surplus to current and future requirements.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.

PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)


PART A: Section Accountabilities and Team Roles

Manager Local Committees – Karen Buckley	
<p>Work collaboratively with committees of Council to assist them to meet their obligations as required by S355 of the Local Government Act 1993 and to improve governance, risk mitigation, and long-term sustainability. Monitor and support committees to optimise their viability.</p> <p>Monitor the Aged Care Reforms and develop strategic plans that will enable the continuation of services delivery of frail-aged services under the Commonwealth Home Support Program and Community Transport under the Community Transport Program within the Community Services Department.</p>	
Accountabilities	
SBPO	Accountability
B	Business Continuity Plan – Community Services
B	Section 355s
P	Business Continuity Plan – Community Services
P	Section 355s
O	Business Continuity Plan – Community Services

murray river council Monthly Operational Report – February 2024 Local Committees (S355s)

PART B: 4 Year Delivery Program and 1 Year Operational Plan

Under the 4 year Delivery Plan, the Local Committees (S355s) Section relates to: **3. Strategic Theme 3: A place of Liveable Communities**
 3.1 - Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles - Sports and recreation facilities and spaces.
 3.2 - Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles - Public buildings.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	
				1	2	3	4		
Theme 4 - A place of inclusion, culture and wellbeing Actively promote and resource educational pathways into (working with) Council (retain and attract new people)									
Theme 4, Goal 3 - Developing future leaders		Expand skills already exiting in the community that are under utilised by existing businesses and exploit	B: MLC P: MLC O:					Regularly attends Committee Meetings to support members	
Theme 2 - A place of Progressive Leadership Achieve community driven results through collaboration and engagement (community and stakeholder)									
Theme 2, Goal 4 - Community and Council collaboration	Deliver	Increased interaction with Communities.	B: MLC P: MLC O:					Manager of local Connections regularly attends Committee meetings and communicates with committees to assist with any issues, or queries.	

PART C: Financial Outcomes

N/A

PART D: Project Status

Evaluation of the purpose of all committees is underway in consultation with the committees.
 Draft instruments of delegation have been developed [and are ready for use](#) -
 The instruments of delegation will provide clarity around responsibilities for committees and council.
 Provide knowledge to committees about the functions they are legally able to undertake pursuant to the Local Government Act.
 Regular User Group Agreements will ensure all User Groups are aware of their limitations and responsibilities in regard to the facility they use/hire.
[A suite of meeting templates with instructions have been developed.](#)
[An administration timeline has been drawn up – this document will outline committees and councils’ obligations and ensure all administration tasks are completed consistently.](#)

PART E: Business as Usual

Manager of Local connections continues to meet with all Section 355 Committees.
[During Jan. MLC attended:](#)
[Tooleybuc Recreation Reserve](#)
[Koraleigh Hall & Recreation Reserve Committee Meeting](#)

RISK MANAGEMENT AND INTERNAL AUDIT for local government in NSW

Guidelines

November 2023



GUIDELINES FOR RISK MANAGEMENT AND INTERNAL AUDIT FOR LOCAL GOVERNMENT IN NSW

2022

ACCESS TO SERVICES

The Office of Local Government is located at:

Street Address: Levels 1 & 2, 5 O'Keefe Avenue, NOWRA NSW 2541

Postal Address: Locked Bag 3015, Nowra, NSW 2541

Phone: 02 4428 4100

Fax: 02 4428 4199

TTY: 02 4428 4209

Email : olg@olg.nsw.gov.au

Website: www.olg.nsw.gov.au

OFFICE HOURS

Monday to Friday

9.00am to 5.00pm

(Special arrangements may be made if these hours are unsuitable)

All offices are wheelchair accessible.

ALTERNATIVE MEDIA PUBLICATIONS

Special arrangements can be made for our publications to be provided in large print or an alternative media format. If you need this service, please contact Client Services on 02 4428 4100.

DISCLAIMER

While every effort has been made to ensure the accuracy of the information in this publication, the Office of Local Government expressly disclaims any liability to any person in respect of anything done or not done as a result of the contents of the publication or the data provided.

© NSW Office of Local Government, Department of Planning and Environment 2023

Produced by the NSW Office of Local Government, Department of Planning and Environment

Contents

Background	6
Background	7
Purpose	7
Statutory framework	8
Annual attestation	12
Monitoring	13
Core requirement 1:	14
Audit, risk and improvement committee	14
Guiding principles for audit, risk and improvement committees	15
Role and functions	15
Terms of Reference	15
Structure	16
Shared committees	16
Size and composition	17
Roles of committee members	18
Independence criteria for committee chairpersons and independent members	20
Eligibility criteria for committee chairpersons and members	21
Appointment	23
Membership terms	24
Resignation of committee members	26
Dismissal of committee members	26
Fees	26
Insurance	27
Learning and development	27
Conduct	27
Meetings	28
Confidentiality	30
Secretariat	30
Key relationships	31
Access to council, staff, resources and information	31
Disputes	32
Workplans	33
Providing advice to the governing body	34
Review of committee performance	37
Annual attestation	38
Further resources	39

Core requirement 2:	41
Risk management	41
Guiding principles for risk management	42
Standards	42
County councils and joint organisations	44
Resourcing	45
Roles and responsibilities	45
Review and reporting	48
Annual attestation	49
Further resources	50
Core requirement 3:	51
Internal audit	51
Guiding principles for internal audit	52
Independence	52
Resourcing	52
Internal audit charter	53
Role of the general manager	53
Role of the audit, risk and improvement committee	54
Structure	54
In-house internal audit function	55
Role and responsibilities	56
Outsourced internal audit function	58
Dual responsibilities	59
Shared internal audit function	60
Work plans	62
Performing internal audits	62
Providing advice to the audit, risk and improvement committee	63
Internal audit documents	64
Review of internal audit function performance	64
Reporting concerns about councillors or council staff	66
Annual attestation	66
Further resources	67
Implementation	68
Audit, risk and improvement committees	69
Risk management framework	69
Internal audit function	69
Attestation	69

Appendices	70
Appendix 1:	71
Attestation template	71
Appendix 2:	76
Audit, risk and improvement committee – role and responsibilities	76
Appendix 3:	82
Model terms of reference for audit, risk and improvement committees	82
Appendix 4:	95
Example risk management policy	95
Appendix 5:	98
Model internal audit charter	98

Background

Background

The *Local Government Act 1993* and the *Local Government (General) Regulation 2021* and these Guidelines require each council in NSW to have an audit, risk and improvement committee, a robust risk management framework, and an effective internal audit function

Background

The *Local Government Act 1993* ('Local Government Act'), the *Local Government (General) Regulation 2021* ('Local Government Regulation') and these Guidelines require each council in NSW to have:

- an audit, risk and improvement committee that continuously reviews and provides independent advice to the council on how it is functioning and managing risk
- a robust risk management framework that accurately identifies and mitigates the risks facing the council and its operations, and
- an effective internal audit function that provides independent advice as to whether the council is functioning effectively and the council's internal controls to manage risk are working.

These three mandatory governance mechanisms are key to ensuring that councils are doing things the best way they can for their communities and are on track to delivering their community's goals and objectives.

Communities themselves will ultimately be the greatest beneficiaries.

If implemented effectively, audit, risk and improvement committees, risk management and internal audit will lead to councils:

- achieving their strategic objectives in the most efficient, effective and economical manner
- having better and more efficient levels of service delivery
- having increased accountability and transparency
- achieving better decision-making and having the confidence to make difficult decisions
- having increased financial stability
- achieving and maintaining compliance with all laws, regulations, internal policies and procedures, and
- better safeguarding their public assets.

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

Purpose

These guidelines have been developed to assist councils, county councils and joint organisations to comply with statutory requirements under the Local Government Act and Local Government Regulation.

They also seek to strengthen risk management and internal audit practices in NSW councils by setting a minimum standard that reflects a 'best practice' approach.

The Guidelines have been issued under section 23A of the Local Government Act which confers on the "Departmental Chief Executive" of the Office of Local Government the power to prepare, adopt or vary guidelines relating to the exercise by a council of any of its functions.

Councils are required to consider these Guidelines when implementing the requirements prescribed under the Act and the Regulation relating to audit, risk and improvement committees, risk management and internal audit.

These Guidelines replace the NSW Government's *Internal Audit Guidelines for Local Government in NSW* issued in 2010.

The three core requirements outlined in the Guidelines reflect international standards and the recommendations and opinions of internal audit practitioners, councils, councillors, audit, risk and improvement committee members, risk management practitioners, government agencies, experts and community members.

They are also informed by practices in other Australian jurisdictions and give effect to the recommendations of the:

- Independent Commission Against Corruption in its inquiries into Burwood Council (2011) and Botany Bay Council (2017)
- Local Government Acts Taskforce in its review of the *Local Government Act 1993* (2013)
- Independent Local Government Review Panel in its *Revitalising Local Government inquiry* (2013), and
- various performance audits and other reviews conducted by the NSW Auditor-General since 2010.

Based on these recommendations:

- the core requirements outlined in the Guidelines relating to the operation of a council's audit, risk and improvement committee have been modelled on the *Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08)* developed by NSW Treasury and best practice in the public and private sectors
- the core requirements relating to risk management have been modelled on the current Australian risk management standard, *AS/NZS ISO 31000:2018 Risk Management – Guidelines*, and
- the core requirements relating to a council's internal audit function have been modelled on the Institute of Internal Auditors (IIA) *International Standards for the Professional Practice of Internal Auditing* (the 'International Professional Practices Framework') and best practice in the public and private sectors.

The framework balances these professional standards and best practice approaches with the unique structure, needs and operating environments of metropolitan, regional and rural councils, county councils and joint organisations across NSW.

The release of these Guidelines follows an extensive consultation process. The Office of Local Government thanks all the individuals, councils and bodies involved in the development of these Guidelines and the risk management and internal audit regulatory framework.

Further resources

There has been a wide range of information and guidance developed in recent times by government agencies, experts, practitioners and other bodies to help organisations establish effective audit, risk and improvement committees, risk management frameworks and internal audit functions.

As a starting point, a list of further resources has been included at the end of each core requirement. These resources provide practical information and tools such as examples, templates, checklists and sample documents that councils may find useful when implementing these Guidelines.

Terminology

When a joint organisation is applying these Guidelines, it should substitute the term "council" for "joint organisation", "governing body" for "board", "chairperson" for "mayor". "voting representative" for "councillor" and "executive officer" for "general manager" and "annual report" for "annual performance statement", where appropriate.

Where a county council is applying these guidelines, it should substitute the terms "county council" for "council", "chairperson" for "mayor". and "member" for "councillor", where appropriate.

References to the "Departmental Chief Executive" in these Guidelines refers to the person exercising the functions of the Departmental Chief Executive of the Office of Local Government under the Local Government Act or the "Secretary" under the Regulation.

Statutory framework

The Local Government Act and Local Government Regulation provide the statutory foundations and prescribe the desired outcomes for councils' audit, risk and improvement committees, risk management frameworks and internal audit functions.

Relevant provisions of the Local Government Act and Local Government Regulation are detailed below.

Guiding principles of local government

The guiding principles of the Local Government Act (sections 8A, 8B and 8C) require each council to carry out its functions in a way that provides the best possible value for residents and ratepayers.

The guiding principles also specify that councils are to:

- spend money responsibly and sustainably, and align general revenue and expenses

- invest in responsible and sustainable infrastructure for the benefit of the local community
- effectively manage their finances and assets and have sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions, and risk management practices
- ensure the current generation funds the cost of its services and achieves intergenerational equity, and
- manage risks to the local community, area or council effectively and proactively.

Role of the governing body

To achieve these guiding principles, the Local Government Act (section 223) provides that the role and responsibilities of the governing body include:

- directing and controlling the affairs of the council in accordance with the Local Government Act
- ensuring, as far as possible, the financial sustainability of the council
- ensuring, as far as possible, that the council complies with the guiding principles of the Local Government Act
- keeping the performance of the council under review
- making the decisions necessary to ensure the council properly exercises its regulatory functions, and
- being responsible for ensuring that the council acts honestly, efficiently and appropriately.

Role of the general manager

The Local Government Act (section 335) provides that the general manager is responsible for:

- conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council – this includes establishing the council's organisational structure and appointing and dismissing council staff (section 332)

- implementing, without undue delay, the lawful decisions of the council
- advising the governing body on the development and implementation of the council's plans, programs, strategies and policies, and
- ensuring that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.

The Local Government Regulation (section 209) also requires the general manager to ensure that:

- the council complies with all legal financial obligations, including the keeping of accounting records
- effective measures are taken to secure the effective, efficient and economical management of financial operations within each division of the council's administration
- authorised and recorded procedures are established to provide effective control over the council's assets, liabilities, revenue and expenditure and secure the accuracy of the accounting records, and
- lines of authority and the responsibilities of members of the council's staff for related tasks are clearly defined.

Role of a joint organisation

The Local Government Act establishes joint organisations as a strategic regional body of councils.

The role and responsibilities of a joint organisation under the Local Government Act (section 400R) are to:

- establish regional priorities for the joint organisation area and strategies and plans to deliver these priorities
- provide regional leadership for the joint organisation area and advocate for strategic regional priorities, and
- identify and take-up opportunities for intergovernmental cooperation.

Joint organisations also deliver services and provide assistance to, or on behalf of, councils, and councils are able to delegate certain functions to their joint organisation (sections 355, 379 and 400S).

The Local Government Act (section 400Y) provides that the executive officer of a joint organisation is to:

- conduct the day-to-day management of the joint organisation in accordance with the strategic regional priorities and other plans, programs, strategies and policies of the organisation, and
- appoint, direct and dismiss staff.

Audit, risk and improvement committee

The Local Government Act (section 428A) requires each council to establish an audit, risk and improvement committee to continuously review and provide independent advice to the general manager and the governing body of the council on:

- whether the council is complying with all necessary legislation, regulations and other legal requirements
- the adequacy and effectiveness of the council's risk management framework, fraud and corruption prevention activities, financial management processes, and the council's financial position and performance
- the council's governance arrangements
- the achievement by the council of the goals set out in the council's community strategic plan, delivery program, operational plan and other strategies
- how the council delivers local services and how it could improve the performance of its functions more generally
- the collection of performance measurement data by the council, and
- any other matters prescribed by the Local Government Regulation (including internal audit).

The Local Government Act (section 428B) allows councils to establish a joint audit, risk and improvement committee with other councils including through joint or regional

organisations of councils to function as a shared committee.

The requirements for shared committees in these Guidelines are detailed in core requirement 1.

The Local Government Regulation prescribes the following requirements in relation to the membership and operations of councils' audit, risk and improvement committees:

- Councils must by resolution appoint an audit, risk and improvement committee comprising of a chairperson and at least two or more other persons as voting members of the committee (section 216C).
- Commencing 1 July 2024, the chairperson and other voting members of a council's audit, risk and improvement committee must satisfy the independence and eligibility criteria prescribed by the Regulation (sections 216D, 216E and 216F). The criteria are also set out in these Guidelines. Councils must not appoint a person to be the chairperson or a voting member of the council's audit, risk and improvement committee unless they satisfy the independence and eligibility criteria prescribed by the Regulation and specified in these Guidelines.
- Councils may appoint one councillor as a non-voting member of its audit risk and improvement committee (section 216C). Councillors appointed as a non-voting member of an audit, risk and improvement committee should satisfy the eligibility criteria for councillor members of committees specified in these Guidelines.
- For the purposes of section 428A(2)(i) of the Local Government Act, councils' audit, risk and improvement committees are to keep under review internal audit activities (section 216M).
- The Departmental Chief Executive may approve model terms of reference for councils' audit, risk and improvement committees (section 216K). The model terms of reference approved by the Departmental Chief Executive are provided in Appendix 3 of these Guidelines.

- Councils must adopt by resolution, terms of reference for their audit, risk and improvement committees and must consider the model terms of reference for committees approved by the Departmental Chief Executive contained in these Guidelines when doing so (section 216K).
- A council's audit, risk and improvement committee must exercise its functions in accordance with the terms of reference adopted by the council (section 216K).
- Councils must provide their audit, risk and improvement committee with such access to the general manager and other senior management staff of the council, and any information and resources of the council as may be necessary for the committee to exercise its functions (section 216L).

The requirements for audit, risk and improvement committees in these Guidelines are detailed in core requirement 1.

Risk management

The Local Government Regulation prescribes the following requirements in relation to risk management:

- Commencing on 1 July 2024, councils must adopt and implement a framework for identifying and managing risk (section 216S). Councils must consider these Guidelines when doing so.
- A council's audit, risk and improvement committee must keep the implementation of the council's risk management framework under review and provide advice to the council on its operation and efficacy (section 216S).

The requirements for risk management in these Guidelines are detailed in core requirement 2.

Internal audit

The Local Government Regulation prescribes the following requirements in relation to internal audit:

- Commencing 1 July 2024, councils must have an internal audit function to keep under review the council's operations and

risk management and control activities (section 216O).

- The Departmental Chief Executive may approve a model internal audit charter for councils to guide the performance of their internal audit function (section 216O). The model internal audit charter approved by the Departmental Chief Executive is provided in Appendix 5 of these Guidelines.
- Councils must adopt by resolution, an internal audit charter and must consider the model internal audit charter approved by the Departmental Chief Executive contained in these Guidelines when doing so (section 216O).
- A council's internal audit function must be undertaken in accordance with the internal audit charter adopted by the council (section 216O).
- Commencing 1 July 2024, councils' general managers must appoint a member of staff of the council (the internal audit coordinator) to direct and coordinate internal audit activities for the council (section 216P).
- Councils are not required to appoint a member of staff to direct and coordinate their internal audit activities if the council has entered into an agreement with other councils to share the internal audit function and one of the participating councils has appointed a member of staff to direct and coordinate internal audit activities on behalf of all the participating councils (section 216P).
- A council's internal audit activities are to be undertaken under the oversight and direction of the council's audit, risk and improvement committee (sections 216M, 216P and 216R).
- The member of staff appointed by the general manager to direct and coordinate internal audit activities is to report to the audit, risk and improvement committee on those activities (section 216P).
- The member of staff of a council appointed to direct and coordinate internal audit activities is not to be subject to direction in the performance of internal audit activities by anyone other than the audit, risk and improvement committee (section 216P).

- All internal audit personnel must have direct and unrestricted access to council staff, the audit, risk and improvement committee and council information and resources necessary to undertake their role and responsibilities (section 216Q).
- The general manager must consult with the chairperson of the council's audit, risk and improvement committee on any decision affecting the employment of the staff member appointed to direct and coordinate the council's internal audit activities and must consider the chairperson's views before making the decision (section 216P).
- The audit, risk and improvement committee must review the performance and efficacy of the council's internal audit activities once every 4 years and report to the governing body of the council on the outcome of its review and make recommendations (section 216R).
- The general manager must consult with the chairperson of the council's audit, risk and improvement committee on the content of the attestation statement and must consider the chairperson's views when preparing the statement (section 216T).
- If the committee chairperson disagrees with the content of the attestation statement prepared by the general manager, they may prepare their own attestation statement and submit this to the Departmental Chief Executive (section 216T).

The requirements for internal audit in these Guidelines are detailed in core requirement 3.

Annual attestation

Commencing with the 2024-2025 annual report, general managers will be required under the Local Government Regulation to publish an attestation statement each year in the council's annual report indicating whether, during the preceding financial year, the council's audit, risk and improvement committee, risk management framework and internal audit function complied with the requirements prescribed in the Regulation.

The Local Government Regulation prescribes the following requirements in relation to attestation:

- Commencing with the 2024-2025 annual report, councils' annual reports must contain an attestation statement signed by the general manager on the council's compliance with the requirements prescribed in the Regulation relating to the membership and operations of its audit, risk and improvement committee, its risk management framework and internal audit function (section 216T).

An attestation certificate template is provided at Appendix 1 and attestation requirements are highlighted with this symbol throughout these Guidelines.



The details of each member of the council's audit, risk and improvement committee should also be included in the attestation statement.

Attestation operates to ensure that the council takes independent assurance and risk management seriously and is accountable to the community for how it has implemented these requirements.

As noted above, the council's compliance status is to be self-assessed by the general manager, in consultation with the audit, risk and improvement committee.

The general manager must consider the views of the chairperson of the council's audit risk and improvement committee on the content of the attestation statement when preparing the statement.

If the chairperson disagrees with the content of the attestation statement prepared by the general manager, they may prepare their own statement and submit this to the Departmental Chief Executive.

Exemptions

There may be times where a council may not be able to comply with all requirements relating to the audit, risk and improvement committee, risk management framework or internal audit function.

The Local Government Regulation exempts councils from compliance with a requirement under the Regulation in certain circumstances.

The Regulation provides that a council is not required to comply with a requirement under the Regulation where:

- the council cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact the council's budget, **and**
- the council cannot enter into an agreement with another council or joint organisation to share the performance of activities necessary to satisfy the requirement, **and**
- current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under the Regulation, **and**
- the council notifies the Departmental Chief Executive of the failure to comply with the Regulation within 28 days, **and**

- the council publishes a statement in its annual report about the non-compliance that includes details of the above matters. A template for this statement is provided in Appendix 1 of these Guidelines.

Monitoring

Councils' compliance with the core requirements of the Local Government Act, Local Government Regulation and these Guidelines will be monitored by the Office of Local Government.

The NSW Auditor-General may also undertake an assurance role in monitoring councils' compliance. This may include conducting sector-wide performance audits, or compliance audits of individual councils and undertaking reviews of exemptions granted by the Departmental Chief Executive.

Core requirement 1:

Audit, risk and improvement committee

- Each council and joint organisation has an audit, risk and improvement committee that reviews the matters referred to in section 428A of the Local Government Act

Guiding principles for audit, risk and improvement committees

- ❖ The audit, risk and improvement committee is independent of the council.
- ❖ The committee is equipped with the relevant expertise and has access to the council resources and information necessary to fulfil its role and responsibilities effectively.
- ❖ Each council receives relevant and timely advice and assurance from the committee on the matters listed in section 428A of the Local Government Act.
- ❖ The work of the committee is thoroughly planned and executed, risk-based and linked to the council's strategic goals.
- ❖ The committee adds value to the council and is accountable to the governing body for its performance.
- ❖ The council is accountable to the community for complying with statutory requirements and these Guidelines relating to the committee.

Role and functions

Under section 428A of the Local Government Act, each council (including county councils and joint organisations) must have an audit, risk and improvement committee to independently review and advise on the following aspects of the council's operations:

- (a) compliance
- (b) risk management
- (c) fraud control
- (d) financial management
- (e) governance
- (f) implementation of the strategic plan, delivery program and strategies
- (g) service reviews

- (h) collection of performance measurement data by the council, and
- (i) any other matters prescribed by the regulation.

The committee must also provide information to the council for the purpose of improving the council's performance of its functions.

The Local Government Regulation (section 216M) also requires a council's audit, risk and improvement committee to review and provide advice on the council's internal audit activities.

The audit, risk and improvement committee's role also extends to any entities established by or operated by the council.

The exact nature of each audit, risk and improvement committee's role and the specific activities it reviews on behalf of a council under section 428A of the Local Government Act will vary depending on the council's needs, risks and business functions.

These activities are to be agreed between the audit, risk and improvement committee and the council during the development of the committee's terms of reference. Suggested activities are provided in **Appendix 2**.

Level of assurance

Audit, risk and improvement committees are to have an advisory and assurance role only. They are to exercise no administrative functions, delegated financial responsibilities or any management functions for a council.

It is expected that each audit, risk and improvement committee will provide independent advice to the council that is informed by the council's internal audit and risk management activities and information and advice provided by council staff, relevant external bodies and other subject matter experts.

Terms of Reference

It is important that each audit, risk and improvement committee has clear guidance on how it should serve the council, and that the

council has input into how the committee will operate given its investment.

This will ensure clarity in the relationship between the council and the audit, risk and improvement committee, and that the council can measure the committee's performance.

The Local Government Regulation (section 216K) requires a council's audit, risk and improvement committee to operate according to terms of reference.



The terms of reference are to be approved by resolution of the governing body and reviewed annually by the audit, risk and improvement committee, and once each council term (i.e. four years) by the governing body.

Councils must consider the model terms of reference approved by the Departmental Chief Executive contained in Appendix 3 of these Guidelines before adopting terms of reference.

Structure

Each council will have different audit, risk and improvement committee requirements depending on the council's size, needs, budget and the complexity of its operations.

For this reason, councils can either:

- establish an audit, risk and improvement committee for their exclusive use, or
- share their committee with another council, county council or joint organisation under section 428B of the Local Government Act.

When deciding the most appropriate way to structure a council's audit, risk and improvement committee, the council should consider the viability and capacity of a shared committee to achieve its terms of reference given the:

- size of the council in terms of both staffing levels and budget
- geographical and functional distribution of the council's operations
- complexity of the council's core business
- risk profile of the council

- expectations of stakeholders, and
- likely demands placed on the committee by other councils in the shared arrangement.

Shared committees

As noted above, under the Local Government Act (section 428B) councils can share an audit, risk and improvement committee. Councils can:

- share their committee with another council/s, county council/s and/or joint organisation/s as part of an independent shared arrangement
- utilise a committee established by their joint organisation that is shared with all member councils
- for county councils - share their committee with a member council where possible or another council
- for joint organisations - share their committee with a member council where possible or another council or joint organisation.

These options allow councils to establish and operate their audit, risk and improvement committee in a more cost-effective way.

For all shared audit, risk and improvement committees:

- the committee must operate as an individual committee for each council in any shared arrangement and exercise their functions for each council individually
- a shared committee should only be established and utilised by councils where the committee can maintain a strong understanding of each participating council's assurance needs and is able to meet these needs
- a shared committee should only be established and utilised by councils where the committee can maintain an effective working and reporting relationship with the general manager and governing body of each participating council
- councils that share their internal audit function can, but are not required to, also share their committee

- councils that share their committee can, but are not required to, also share the committee's secretariat, and
- councils should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how the shared arrangement will operate and costs shared.

Where a joint organisation establishes an audit, risk and improvement committee to serve its member councils, it is at each member council's discretion whether they utilise the shared committee.

Shared councillor members

It is important to note that where an audit, risk and improvement committee is shared between councils as part of an independently established shared arrangement, or an arrangement established by a joint organisation, and the councils elect to have a councillor member on the committee, the councillor member will not be shared by councils.

To maintain the confidentiality of the business of each council in the shared arrangement considered by the shared committee:

- the governing body of each council is to appoint one councillor member to serve on the audit, risk and improvement committee for that council only
- the councillor member is to only attend committee meetings for their council, and
- the councillor member is to receive information pertaining to their council only.

For joint organisations, the elected councillor member will be a voting representative of the board.

Shared independent members

Unlike councillor members, the independent chairperson and members of shared audit, risk and improvement committees will serve all councils participating in the shared arrangement.

For audit, risk and improvement committees appointed as part of an independent shared arrangement, the councils in the shared arrangement are to mutually agree to the independent members that will be appointed to these roles, and each council is to confirm their appointment by resolution.

For audit, risk and improvement committees appointed as part of an arrangement established by a joint organisation by its member councils, the board of the joint organisation will appoint the chairperson and independent members of the committee by resolution on behalf of member councils under delegation from the member councils.

Size and composition

Each council, county council and joint organisation is required to have an audit, risk and improvement committee that is appropriate for the council's size, risk profile, operational complexity, resources, and its ability to attract suitably qualified committee members.

Each council is required to appoint an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members that meet the independence and eligibility criteria prescribed by the Local Government Regulation and set out in these Guidelines.



At a minimum, audit risk and improvement committees **must** comprise of the following:

- **an independent chairperson** who meets the independence criteria **and** the eligibility criteria for committee chairpersons set out below, **and**
- **at least two independent members** who meet the independence criteria **and** the eligibility criteria for independent committee members set out below

Councils also have the option of appointing one non-voting councillor member to their committee who meets the eligibility criteria for councillor members of committees set out

below. **The mayor cannot be appointed as a councillor member of a council's audit, risk and improvement committee.**

The size and composition requirements of a committee are the same whether the committee is established by a council for its exclusive use or as part of a shared arrangement.

Councils can establish larger committees and appoint more committee members than the minimum required should they choose to do so but may only appoint one non-voting councillor member.

The governing body is to determine the exact size of the audit, risk and improvement committee in consultation with the chairperson of the committee and general manager, taking into account the needs and risk profile of the council, and likely workload of the committee.

County councils

Whilst a county council can establish an audit, risk and improvement committee for its own exclusive use, for administrative and cost efficiency, it is recommended that county councils utilise the committee of a member council/s under an independent shared arrangement (see above).

Joint organisations

Where a joint organisation has not established an audit, risk and improvement committee for its member councils as part of a joint organisation led shared arrangement, for administrative and cost efficiency, it is recommended that, where possible, a joint organisation utilise a committee established by one of its member councils as part of an independent shared arrangement (see above).

To ensure the audit, risk and improvement committee has an understanding of the interrelationships and needs of the joint organisation and its member councils, and of wider regional priorities, ideally joint organisations should enter into an independent shared arrangement with a member council/s. If this is not possible, it is open to joint organisations to enter into a shared arrangement with another joint

organisation or a council from outside of its area.

Roles of committee members

Chairperson

The position of the chairperson of an audit, risk and improvement committee is pivotal to the committee's effectiveness and is the focal point for the committee's relationship with the council, the internal audit function and external auditor.

The chairperson acts as the interface between the audit, risk and improvement committee and the general manager and other staff, the governing body, the external auditor, and the internal audit function.

Any individual audit, risk and improvement committee member who wishes to meet with the general manager or governing body of the council to discuss any issues relating to the committee's responsibilities is to do so through the chairperson of the committee, and vice versa.

To be successful in their role, a chairperson must:

- have strong leadership qualities
- have the personal courage to raise and deal with tough issues and express opinions frankly, and to support other committee members to do the same
- be able to recommend the appointment of committee members to the governing body
- maintain effective working relationships between committee members and with the council
- keep the governing body and general manager informed and brief them on the strategic and technical aspects of internal audits and risk and control issues
- lead effective committee meetings including:
 - planning for and setting agendas for meetings, ensuring committee

- members are adequately informed of matters to be considered prior to meetings and allowing sufficient time for discussion of those matters at the meeting
- ensuring the meeting runs smoothly and that the views of members are heard
- focus the committee's deliberations on the most important issues
- seek the input of advisers, observers and other experts to maximise committee deliberations
- summarise discussion outcomes and actions, including assigning responsibility and timeframes for actions
- maintain an effective working relationship with the council's external auditor
- oversee the internal audit function and be alert to external accountability and internal audit concerns
- arrange for all committee members to maintain an up-to-date knowledge of the council and its activities, including any financial or regulatory developments, and
- know the strengths and weaknesses of the committee, and individual committee members and how this may affect the opinions of the committee.

Independent members

Independent audit, risk and improvement committee members are expected to be able to assess information provided to them about the council and to identify and assess key risks and issues.

Each member should be capable of making a valuable contribution to the committee.

To be successful in their role, a member must:

- take a professional approach to their responsibilities, including an appropriate commitment of time and effort
- know the business, culture and values of the council and take the time to understand changes that affect how the council operates and its risks
- have sufficient understanding of the council's financial reporting responsibilities

- to be able to contribute to the committee's consideration of the annual financial statements
- understand the role of the committee and the expectations of the council
- act in the best interests of the council
- take a professional approach
- be a good communicator and build effective relationships with the council and other committee members, and
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry.

Councillor members

Councillor members of audit, risk and improvement committees are non-voting members of committees. This is to ensure that decision making by the committee is independent of the council.

Councillor members of committees act as an important link between the governing body and the committee.

Their role is to:

- relay to the committee any concerns the governing body may have regarding the council and issues being considered by the committee
- provide insights into local issues and the strategic priorities of the council that would add value to the committee's consideration of agenda items
- advise the governing body (as necessary) of the work of the committee and any issues arising from it, and
- assist the governing body to review the performance of the committee each council term.

Issues or information councillor members raise with or provide the audit, risk and improvement committee must relate to the matters listed in section 428A of the Local Government Act, the committee's terms of reference and issues being considered by the committee.

Councillor members of audit, risk and improvement committees are not entitled to receive information about audit, risk and improvement committee activities outside of established reporting requirements.

Councillor members of audit, risk and improvement committees must conduct themselves in a non-partisan and professional manner.

Councillor members of committees must not engage in any conduct that seeks to politicise the activities of the committee or the internal audit function or that could be seen to do so.

Where a councillor member of an audit, risk and improvement committees engages in such conduct or in any other conduct that may bring the committee and its work into disrepute, the chairperson may recommend to the council, that the councillor member be removed from membership of the committee.

Where the council does not agree to the chairperson's recommendation, it must give reasons for its decision in writing to the chairperson.

Independence criteria for committee chairpersons and independent members

The chairperson and all independent voting members of audit, risk and improvement committees must be independent to ensure they have no real or perceived bias or conflicts of interest that may interfere with their ability to act independently and can provide the council with robust, objective and unbiased advice about how the council is functioning.

Each council must ensure that the chairperson and independent members of the council's audit, risk and improvement committee meet the following independence criteria.



The chairperson and independent voting committee members **must not**:

- currently be a councillor of any NSW council
- be a non-voting representative of the board of the joint organisation
- be a candidate at the last election of the council
- be a person who has held office in the council during its previous term
- be currently employed by the council or joint organisation, or been employed during the last 12 months
- conduct audits of the council on behalf of the Audit Office of NSW
- have a close personal or business relationship with a councillor or a person who has a senior role in the council that may lead to a real or perceived conflict of interest
- currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit and advisory services) to the council which directly affect subjects or issues considered by the audit, risk and improvement committee
- be (or have a close family member who is) a substantial shareholder, owner, officer or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with the council or a related entity which could be considered a real or perceived conflict of interest, or
- currently or have previously acted as an advocate of a material interest on behalf of the council or a related entity which could be considered a real or perceived conflict of interest.

Current staff of councils may serve as an independent member of another council's audit, risk and improvement committee but not as its chairperson. Current council staff may only serve on another council's audit, risk and improvement committee if they meet the independence and eligibility criteria for membership of the committee and their employer is not participating in a shared arrangement with the other council in relation to the audit, risk and improvement committee.

General managers will require the approval of their council under section 353 of the Local Government Act before they can serve as an independent member of another council's audit, risk and improvement committee. Other council staff will require the approval of their general manager.

Both the governing body of the council and the general manager must ensure that adequate procedures are in place to preserve the independence of the chairperson and members of the audit, risk and improvement committee.

Likewise, the chairperson and members must notify the governing body and/or general manager if a real or perceived threat to their independence arises.

Eligibility criteria for committee chairpersons and members

The persons appointed as a chairperson or a member of an audit, risk and improvement committee must possess the skills, knowledge and experience necessary to undertake their roles on the committee effectively and to ensure the committee can operate appropriately and effectively to support the council.

A poorly skilled audit, risk and improvement committee may not be able to provide the assurance needed by the council and may lead to sub-optimal outcomes that jeopardise the council's capacity to achieve its strategic objectives.

The following eligibility criteria for audit, risk and improvement committee chairpersons and members reflect the minimum standards persons must meet to be appointed as the chairperson or member of a council's audit, risk and improvement committee. Councils may require audit, risk and improvement committee chairpersons and members to satisfy more onerous eligibility criteria if they choose to do so.

Councils must ensure that the chairperson and other members of the council's audit, risk and improvement committee meet the below minimum eligibility criteria.



Eligibility criteria for committee chairpersons

In addition to meeting the independence requirements specified above, the chairperson of an audit, risk and improvement committee must satisfy the following minimum eligibility criteria to be appointed as a chairperson. Ideally, they will also be able to demonstrate the desirable criteria.

Essential criteria

Audit, risk and improvement committee chairpersons must demonstrate the following:

- leadership qualities and the ability to promote effective working relationships in complex organisations
- an ability to communicate complex and sensitive assessments in a tactful manner to the council's internal audit coordinator, senior management and the mayor and councillors
- a sound understanding of:
 - the principles of good organisational governance and capacity to understand local government accountability, including financial reporting
 - the business of the council or the environment in which it operates
 - internal audit operations, including selection and review of the council's internal audit coordinator, and
 - risk management principles
- extensive senior level experience in governance and management of complex organisations, an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- functional knowledge in areas such as risk management, performance management, human resources management, internal

- and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and a willingness to constructively challenge/question management practices and information, and
 - a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of the chairperson of an audit, risk and improvement committee.

Desirable criteria

Possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)) is desirable.

Eligibility criteria for independent committee members

In addition to meeting the independence requirements specified above, independent members of an audit, risk and improvement committee must satisfy the following eligibility criteria to be appointed as an independent committee member. Ideally, they will also be able to demonstrate the desirable criteria.

Essential criteria

Independent members of audit, risk and improvement committee members must demonstrate the following:

- an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls,

- governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and willingness to constructively challenge/question management practices and information
 - a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of an independent member of an audit, risk and improvement committee, and
 - preparedness to undertake any training on the operation of audit, risk and improvement committees recommended by the chairperson based on their assessment of the skills, knowledge and experience of the independent member.

Desirable criteria

Ideally, independent members of audit, risk and improvement committees should also meet the following criteria, but these are not essential:

- extensive senior level experience in governance and management of complex organisations, and
- possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)).

Criminal record and financial status checks

Councils should undertake a criminal record and a financial status (bankruptcy) check of audit, risk and improvement committee chairpersons and independent members before their appointment.

Audit, risk and improvement committee chairpersons and independent members must not be undischarged bankrupts or have been charged with or convicted of a serious criminal offence.

Eligibility criteria for councillor members

To be appointed as a non-voting audit, risk and improvement committee member a councillor should demonstrate the following:

- an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- a good understanding of one or more of the following: risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and willingness to constructively challenge/question management practices and information
- a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of a councillor member of an audit, risk and improvement committee, and
- preparedness to undertake any training on the operation of audit, risk and improvement committees recommended by the chairperson based on their assessment of the skills, knowledge and experience of the councillor member.

The mayor cannot be appointed as a councillor member of a council's audit, risk and improvement committee.

Appointment

Audit, risk and improvement committee chairpersons and members are appointed by a resolution of the governing body of the council.

The governing body should first appoint the chairperson of the audit, risk and improvement

committee, who is to then assist in the selection and appointment of the other independent committee members.

Skills mix

When selecting individual audit, risk and improvement committee members, the council should ensure the committee has the appropriate mix of skills, knowledge and experience necessary to successfully implement its terms of reference and add value to the council.

The audit, risk and improvement committee should have:

- at least one member with financial expertise (for example, a qualified accountant or auditor or other financial professional with experience of financial and accounting matters), and
- a mix of skills and experience in:
 - business
 - financial and legal compliance
 - risk management, and
 - internal audit, and
 - any specialised business operations of the council, where the committee would benefit from having a member with skills or experience in this area (for example, IT skills or experience where IT systems have an important role in the council's business).

All audit, risk and improvement committee members should have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the committee's consideration of the annual financial statements.

Each committee member should also have sufficient time to devote to their responsibilities as an audit, risk and improvement committee member.

Where possible, the governing body should ensure that at least one other audit, risk and improvement committee member is also qualified to act as the chairperson if this is ever required.

Letter of appointment

The appointment of chairpersons and members of audit, risk and improvement committees should be formalised in an official letter of appointment signed by the mayor of the council.

The letter of appointment should set out the terms and conditions of the appointment including:

- duration of appointment
- role and responsibilities
- timing and location of meetings
- time commitment
- remuneration
- the management of conflicts of interest
- confidentiality
- performance appraisal, and
- termination of appointment.

Induction

Induction of all new audit, risk and improvement committee members is vital to ensure they 'hit the ground running' in their role.

The chairperson is to provide a thorough induction to each new member of the audit, risk and improvement committee to ensure they understand:

- the committee's role, responsibilities and terms of reference
- the business, operations, culture, risks and controls of the council, and
- the expectations of the council about their responsibilities and performance.

This will include providing new members with any background information or documentation necessary to ensure they understand the work of the audit, risk and improvement committee.

It may also be appropriate for more detailed information or presentations to be provided from various senior staff to assist the new member to understand the operations of the council and any key challenges.

New audit, risk and improvement committee members also have an obligation to ensure

that they have an appropriate understanding of the council, including its:

- operations, functions, service delivery
- key areas of risk
- internal controls, and
- financial reporting systems.

The mayor, general manager and existing chairperson (where appropriate) will induct a new chairperson.

Membership terms

Voting members

To ensure the audit, risk and improvement committee continues to offer new perspectives and remains independent, it is important that committee members are rotated periodically to maintain a fresh approach and avoid any perceptions of bias or conflicts of interest.

Councils must ensure that chairpersons and members serve the time-limited terms prescribed under section 216G of the Local Government Regulation to facilitate a rotation of knowledge and perspectives.



The initial term of membership on an audit, risk and improvement committee is to be no more than four-years.

Audit, risk and improvement committee members can be reappointed for a further term of up to four years but the total period of continuous membership on the committee cannot exceed eight years in any ten-year period (i.e. two terms). This includes any term as chairperson of the committee.

Chairpersons or members who have served an eight-year term must have a two-year break from serving on the same council's audit, risk and improvement committee before being eligible to be appointed to that council's committee again.

Care is to be taken to ensure that membership renewal dates are staggered so knowledge of the council's operations, financial reporting

structure and other important aspects are not lost to the audit, risk and improvement committee when members change.

Ideally, no more than one member should leave the committee because of rotation in any one year.

Exemptions

If a council is unable to replace the chairperson or members of its audit, risk and improvement committee when their maximum term limit has been reached, the council can seek the approval of the Departmental Chief Executive to extend their term or to reappoint the chairperson or committee member for a further term (see section 216G of the Local Government Regulation).

The council's request must:

- be in writing
- describe the efforts the council has made to appoint a different member, and
- explain why the council has been unsuccessful.

Exemptions will only be granted in exceptional circumstances.

Chairperson

To ensure that the committee maintains a fresh approach, the initial term of a chairperson of an audit, risk and improvement committee on any one audit, risk and improvement committee is to be no more than four-years.

The chairperson can be reappointed as chairperson for a further term of up to four years, but the total period served by a chairperson on the same committee cannot exceed eight years in any ten-year period (two terms).

Where the chairperson's term expires and another chairperson is appointed, it is the responsibility of the outgoing chairperson to ensure the incoming chairperson is fully briefed on the ongoing work of the audit, risk and improvement committee.

This includes advising the incoming chairperson of:

- any activity that may be relevant to the ongoing functioning of the committee, and
- any outstanding matters of high risk to the council and outstanding audit recommendations.

Councillor members

The initial term of a councillor member of an audit, risk and improvement committee is four years, coinciding with the term of the council.

The councillor member can be reappointed for another term (i.e. four-years), if re-elected at the council's next ordinary election, but the total period of continuous membership on the committee cannot exceed eight years (two council terms).

The councillor member is to be appointed by the governing body at the first meeting of the council after the ordinary election.

The councillor member's term ends at the end of the council term.

Reappointment

Prior to approving the reappointment or extension of the chairperson or an independent member's term, the governing body of the council must undertake an assessment of the chairperson's or committee member's performance.

The council may engage an external reviewer to undertake this assessment if they choose.

In undertaking the assessment, the council, or any person appointed to undertake the assessment on behalf of the council, must consult with and consider the views of the chairperson (in the case of the reappointment or extension of the term of a committee member other than the chairperson), the general manager and any councillor member of the committee.

The council, or any person appointed to undertake the assessment on behalf of the council, should also consider whether the person's skills, knowledge and experience align with the council's requirements, as set out in the committee's terms of reference and four-year strategic work plan (see below), to ensure

that they continue to add value to the committee.

The reappointment of the chairperson or a committee member is also subject to that person still meeting independence and eligibility requirements.

Resignation of committee members

Where the chairperson or a member of an audit, risk and improvement committee is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give sufficient notice to the chairperson (in the case of a committee member) and the governing body (in the case of the chairperson) prior to their resignation to enable the council to ensure a smooth transition to a new committee member or chairperson.

The notice period is to be agreed by the governing body of the council and the committee.

A member of an audit, risk and improvement committee should have the opportunity to have an exit meeting with the chairperson to discuss their reason for leaving and to provide feedback on their experience serving on the committee as well as any other issues.

Resigning chairpersons should have the opportunity to have an exit meeting with the mayor and general manager (if appropriate).

Dismissal of committee members

The governing body of a council can terminate the appointment of the chairperson and any member of the audit, risk and improvement committee by resolution before the expiry of their terms under certain circumstances.

The dismissal of the chairperson or an independent member of a committee must be reported to the Office of Local Government

within 28 days (see section 216H of the Local Government Regulation).

Dismissal criteria

The chairperson or an independent member of the audit, risk and improvement committee can be dismissed by the governing body before the expiry of their term where they have:

- breached the council's code of conduct
- performed unsatisfactorily or not to expectations
- declared, or are found to be in, a position of a conflict of interest with is unresolvable
- been declared bankrupt or are found to be insolvent
- experienced an adverse change in business status
- been charged with a serious criminal offence
- been proven to be in serious breach of their obligations under any legislation, or
- experienced an adverse change in capacity or capability.

Councillor members

The appointment of a councillor member to an audit, risk and improvement committee can be terminated at any time by the governing body by resolution.

Fees

The fees a council pays to the chairperson and independent members of its audit, risk and improvement committee are to be agreed between the council and the chairperson or member and reflect the time, commitment and responsibility involved in serving on the committee.

Chairpersons and members can serve on a committee on a voluntary basis if they choose to.

Superannuation

Councils are obliged under the *Superannuation Guarantee (Administration) Act 1992* to make compulsory superannuation guarantee contributions on behalf of audit, risk and improvement committee chairpersons and independent members where they are remunerated.

- the Australian Institute of Company Directors
- Chartered Accountants Australia and New Zealand
- The Actuaries Institute, and the
- Local Government Professionals Association.

Audit, risk and improvement chairpersons and members are also encouraged to serve on more than one local government committee to extend the breadth of their experience and understanding of councils and their operations and risks.

Insurance

Councils should determine whether professional indemnity and public liability insurance is required for the chairperson and independent members of their audit, risk and improvement committee.

In some cases, the chairperson or a member of an audit, risk and improvement committee may already be covered by the council's professional indemnity and public liability insurance policies or by their own insurance.

This will need to be ascertained by the council and chairperson or member on a case-by-case basis having regard to the terms of any relevant insurance policy.

Where a council determines that professional indemnity or public liability insurance may be required, the chairperson or member can obtain their own insurance, or the council can consider obtaining it on their behalf.

Conduct

Audit, risk and improvement committee members are required to observe the same ethical and behavioural standards as other council officials and must comply with the council's code of conduct.

As required under the council's code of conduct, audit, risk and improvement committee members must declare and appropriately manage any conflicts of interest they may have in matters being dealt with by the committee.

Declarations of conflicts of interest and the actions taken to manage them must be recorded in the minutes of meetings.

Councils should identify the chairperson and independent members of their audit risk and improvement committee as 'designated persons' for the purposes of the council's code of conduct and require them to complete and submit returns of interests.

Complaints of breaches of the council's code of conduct by audit, risk and improvement committee members are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*.

Under the Procedures, the general manager is responsible for managing code of conduct complaints about the chairperson and independent members of the audit, risk and improvement committee. However, as a

Learning and development

Audit, risk and improvement committee chairpersons and members are encouraged to keep informed of current developments and to maintain and develop the skills, knowledge and capabilities necessary to exercise their functions effectively.

Several professional development networks and programs are available, for example, through organisations such as:

- the Institute of Internal Auditors

safeguard, the general manager should consult with the governing body of the council before taking disciplinary action under the Procedures against the chairperson or an independent member of the council's audit, risk and improvement committee.

Meetings

The audit, risk and improvement committee must meet at least quarterly over the course of each year (see section 216J of the Local Government Regulation).

The chairperson of the audit, risk and improvement committee is to decide the frequency and timing of the committee's meetings and plan them annually in advance to ensure the availability of all members and observers.

Generally, meetings should correspond with major phases of the council's financial reporting, external audit and internal audit cycles.

For example, the audit, risk and improvement committee should meet to review the council's financial statements before they are certified by the council.

Audit, risk and improvement committee meetings should also correspond with meetings of the governing body, and allow sufficient time between audit, risk and improvement committee meetings and council meetings for the committee to action any items and prepare any reports that are to be provided to the governing body at the council meeting.

Special meetings may be held, if needed, to review the council's financial statements prior to them being submitted to the governing body of the council, or to consider the audit, risk and improvement committee's annual or four-yearly assessments (see below).

Audit, risk and improvement committee meetings can be held in person, by telephone or videoconference.

The audit, risk and improvement committee can hold additional meetings when significant

unexpected issues arise, or if the chairperson is asked to hold an additional meeting by a committee member or the general manager.

The governing body can also resolve to request the audit, risk and improvement committee to hold an additional meeting.

Where such a request is made, the chairperson can decide whether the additional meeting is required, taking into consideration the issues that the governing body has requested the audit, risk and improvement committee to consider at the meeting.

Proxies

As audit, risk and improvement committee members are appointed on the basis of their skills, knowledge and personal qualities, proxies are not permitted to attend meetings on behalf of members who are unable to attend.

Quorum and voting

A quorum consists of a majority of audit, risk and improvement committee independent voting members.

Where the vote is tied, the chairperson has the casting vote.

Agenda

Forward agenda

The chairperson should prepare a 12-month forward meeting agenda to ensure that the audit, risk and improvement committee covers all its responsibilities at the appropriate time of the year.

For example, the forward agenda will set out, at the appropriate meeting, the various internal and external audit reports and management responses to be tabled and discussed.

It will also allocate appropriate time for a review of the progress of the internal audit function against the annual work plan, and to follow-up the implementation of corrective actions.

Meeting agenda

The chairperson of the audit, risk and improvement committee is to determine the agenda for each committee meeting.

It is recommended that the chairperson consult with other committee members, the general manager, the internal audit coordinator and external auditor prior to setting the agenda so that any urgent issues or risks that arise can be included.

The chairperson of the audit, risk and improvement committee is to decide an appropriate timeframe for receiving the final agenda in the lead-up to the meeting.

Papers

The audit, risk and improvement committee is to decide in consultation with the general manager and the internal audit coordinator an appropriate timeframe for receiving papers and other necessary information to support agenda items to be considered at each committee meeting.

Minutes

Each audit, risk and improvement committee meeting must be minuted to preserve a record of the issues considered and the actions and decisions taken by the committee.

Audit, risk and improvement committee meeting minutes must:

- include a record of attendance
- cover each agenda item and document the discussion held and the outcome of discussions, including any recommendations, action points and/or allocation of tasks to relevant people
- be approved by the chairperson before circulation
- be provided to committee members, the governing body of the council, the general manager, the internal audit coordinator and external auditor
- be provided soon after the meeting date to ensure relevant persons are made aware of any significant issues discussed at the meeting that need to be dealt with. The

exact time period is to be determined by the committee and the general manager.

The minutes must be confirmed as an accurate record of the meeting at the next meeting of the audit, risk and improvement committee.

If any important details have been incorrectly recorded or omitted, they can be discussed and the minutes amended, prior to confirmation at a subsequent meeting.

After the minutes are confirmed as an accurate record of the meeting, they must be signed by the chairperson.

All audit, risk and improvement committee members and observers should receive a copy of the minutes of all meetings.

Attendance of observers

Due to the potentially sensitive nature of the issues to be discussed, audit, risk and improvement committee meetings should not be open to the public.

In addition to audit, risk and improvement committee members, the mayor, general manager and the internal audit coordinator should attend committee meetings as non-voting observers.

The NSW Auditor-General, as council's external auditor, or their representative, is to be invited to each committee meeting as an independent non-voting observer and can choose whether to attend.

The chairperson of the audit, risk and improvement committee can request the following people to attend a committee meeting or to meet with the committee to provide additional information relevant to its role:

- council's chief financial officer (or equivalent) given their knowledge of, and responsibility for, council's financial management
- the head of the council's risk management function
- senior managers
- any councillor

- any employee or contractor of the council (with the general manager's permission), and/or
- any external independent expert or external party whose advice is needed (subject to confidentiality considerations).

These persons must attend meetings where requested and must, as far as is practicable, provide the information requested.

Observers have no voting rights at audit, risk and improvement committee meetings and can be excluded from a meeting by the chairperson of the committee at any time where necessary.

Private meetings

The audit, risk and improvement committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

In addition to attending audit, risk and improvement committee meetings, the committee can meet privately at any time with the internal audit coordinator and/or external auditor without the general manager present. At least one private meeting must occur annually.

Confidentiality

It is at the discretion of the council to decide whether audit, risk and improvement committee agendas, business papers, minutes and other reports are made publicly available.

Given its potential sensitivity, it is recommended that all information pertaining to the audit, risk and improvement committee and internal audit activities is treated as confidential unless otherwise determined by the committee or a resolution of the council.

Councils and audit, risk and improvement committees should also consider the guiding principles of the *Government Information (Public Access) Act 2009* and whether it is in the public interest to proactively disclose or release

information and whether there is an overriding public interest against doing so.

Secretariat

The general manager is to appoint a council staff member to provide secretariat support to the audit, risk and improvement committee.

The main functions of this role are:

- liaising with the chairperson to prepare agendas for audit, risk and improvement committee meetings
- ensure that committee papers are of an appropriate standard and provided with enough time to allow appropriate review and consideration
- recording minutes of meetings
- providing assistance to the chairperson in arranging meetings and council site visits
- supporting the chairperson to prepare reports for the council
- arranging appropriate meeting facilities and equipment
- keeping members informed of developments affecting the council that may relate to the work of the committee
- maintaining a record of when member's terms of appointment are due for renewal or termination
- ensuring new members receive appropriate induction, and
- managing expenditures relating to the committee.

Shared arrangements

If the audit, risk and improvement committee has been established by a joint organisation, the executive officer of the joint organisation is responsible for organising secretariat support.

Councils that share their audit, risk and improvement committee can also share their secretariat function if they choose to.

Key relationships

General manager

A key role of audit, risk and improvement committees is to act as an independent source of advice and opinion to both the governing body and the general manager, and to act as a forum for the resolution of any disagreements between the council and internal audit function.

The general manager, in turn, also has a key role in supporting the work and effectiveness of the audit, risk and improvement committee.

To be effective, audit, risk and improvement committees need to maintain a positive working relationship with the general manager (and vice versa) and view them as a valuable source of advice and information about the council and its operations.

Chairpersons of audit, risk and improvement committees should meet regularly with general managers to discuss key issues and review performance.

External audit

There are strong linkages between the work of councils' audit, risk and improvement committees and their external auditor and committees should actively engage with the external auditor.

Councils' external auditor can offer valuable insights on issues such as the effectiveness of the council's risk, controls, financial reporting, and compliance frameworks.

For the external auditor, communication with the audit, risk and improvement committee can in turn facilitate an effective and efficient audit and assist the communication of matters arising from the external audit to the council.

Audit, risk and improvement committees should:

- provide input on, and discuss, planned financial and performance audit coverage
- monitor councils' responses to financial statement management letters and

performance audit reports, including the implementation of audit recommendations

- provide advice to the council on action taken on significant issues raised in relevant external auditor reports or better practice guides, and
- have a voting-members only meeting with the external auditor at least once per year so that the committee can obtain the views of the external auditor without internal audit or management advisers being present.

Internal audit

The audit, risk and improvement committee should maintain a strong, positive relationship with the council's internal audit function and view it as a significant source of information about what is going on in the council.

The internal audit function can also assist the audit, risk and improvement committee to develop the annual work plan and four-year strategic work plan that will guide the committee's and internal audit function's work (see below).

The chairperson of the audit, risk and improvement committee should routinely meet with council staff undertaking internal audit activities to discuss key issues and review performance if needed.

At least one private meeting should be held each year and any potential compromises to the internal audit activity's independence reported.

More information about this is provided in core requirement 3.

Access to council, staff, resources and information

It is essential for the audit, risk and improvement committee to be able to access the staff and information about the council it needs to review the matters listed in section 428A of the Local Government Act and the

resources necessary to undertake its other responsibilities.

Council staff

A council's audit, risk and improvement committee must have direct and unrestricted access to the general manager and senior management of the council in order to fulfil its responsibilities.



Should the audit, risk and improvement committee need to meet with another council staff member or contractor to obtain information to undertake its role, the chairperson of the committee is to obtain permission from the general manager before inviting the staff member or contractor to meet with the committee.

Subject to the general manager's permission being given, the staff member or contractor must attend.

Any disputes between the general manager and audit, risk and improvement committee regarding access to council staff are to be resolved by the governing body.

Council resources and information

A council's audit, risk and improvement committee must have direct and unrestricted access to any council resources or information it needs to fulfil its responsibilities.



In its dealings with the council, the audit, risk and improvement committee should be mindful of the environment the council is operating in and the priorities that the general manager needs to manage.

The audit, risk and improvement committee should therefore keep to a minimum the demands it places on the council and utilise as far as is practicable, existing information to obtain the necessary level of assurance in relation to its responsibilities.

The audit, risk and improvement committee may only release council information to external parties that are assisting the committee to fulfil its responsibilities with the approval of the general manager, except when it is being provided to an external investigative, audit or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

After their engagement ends with a council, a chairperson or member of an audit, risk and improvement committee must not disclose or make use of any confidential information acquired in the course of their engagement with the council without the approval of the council.

External advice

The audit, risk and improvement committee can obtain any external legal or other professional/expert advice it needs to exercise its responsibilities. For example, where a council has implemented a specialised IT system, the committee can seek the expert opinion of an IT specialist to assist its review of its implementation.

To minimise the potential costs to the council, the governing body and the chairperson of the audit, risk and improvement committee must agree at the start of each council term how costs are to be met, i.e.:

- the governing body will set a fixed budget at the start of each council term for external expenses, or
- the committee will seek the governing body's permission prior to engaging external advice.

Disputes

Members of an audit, risk and improvement committee should maintain an effective working relationship with each other and the council and try to resolve any differences they may have professionally.

In the event of a disagreement between the audit, risk and improvement committee and the general manager or other senior managers

(for example, about findings or recommendations of audits), the dispute is to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with these Guidelines are to be referred to the Departmental Chief Executive in writing.

Workplans

Strategic work plan

It is essential that the work of the audit, risk and improvement committee is thoroughly planned and executed to ensure that no council activity or function is missed by the committee and that councils receive value for money from their assurance investment.

A council's audit, risk and improvement committee must develop a strategic work plan every four years to ensure that all the matters listed in section 428A of the Local Government Act are reviewed by the committee and considered by the internal audit function when developing their risk-based program of internal audits.



The plan must be developed by the audit, risk and improvement committee in consultation with the governing body, general manager, the internal audit coordinator and senior managers (where appropriate) and adopted by the governing body of the council at the start of the council term.

To maintain the independence of the audit, risk and improvement committee, the governing body of the council must be careful when adopting the strategic work plan not to direct the committee's work over the council term.

Content

The nature of the strategic work plan will be commensurate with the size and operational complexity of the council and its risk profile, and consistent with the requirements of the International Professional Practices Framework.

At a minimum, it should document:

- the goals and expected outcomes of the audit, risk and improvement committee for the council term
- key organisational issues and risks faced by the council and how the committee will review these, and
- key performance indicators to measure progress across the council term.

When developing the council's strategic work plan, the audit, risk and improvement committee should consider at a minimum:

- the council's strategic objectives
- risks facing the council
- the work of other review activities or functions (for example, external and performance audits, and reviews or audits by other government agencies)
- an assurance map of the council's assurance activities which may assist to determine where the committee's and internal audit function's work should focus, and
- stakeholder expectations.

There should also be sufficient flexibility in the strategic work plan to accommodate the need for additional audits on emerging risks from time to time.

The audit, risk and improvement committee may, in consultation with the council's governing body, vary the strategic work plan at any time to address new or emerging risks.

The governing body of the council may also, by resolution, request the committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan will rest with the committee.

When considering whether to vary the strategic work plan, the committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the strategic work plan.

Review

The audit, risk and improvement committee must review the four-year strategic plan at least annually to ensure that it is dynamic,

relevant and aligns with the council's risk profile.

This will also ensure that the council remains on track with its audits and any delay in progress can be quickly addressed.

Annual work plan

A council's audit, risk and improvement committee must develop an annual work plan to guide its work over the forward year.



The annual work plan must be developed by the audit, risk and improvement committee in consultation with the governing body, general manager, the internal audit coordinator and senior managers (where appropriate).

The annual work plan must be consistent with the requirements of the International Professional Practices Framework and identify:

- the internal audits that will be carried out during the year to support the work of the audit, risk and improvement committee
- the key goals, objectives and scope of the proposed audits
- the resources needed for each audit (for example, staffing, budget, technology), and
- key performance indicators to measure annual progress against.

The annual work plan must be flexible enough to allow it to be reviewed and adjusted as necessary throughout the year in response to any changes to the council's risks or operations.

The audit, risk and improvement committee may, in consultation with the council's governing body vary the annual work plan to address new or emerging risks.

The governing body of the council may also, by resolution, request the committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan will rest with the committee.

When considering whether to vary the annual work plan, the committee must consider the impact of the variation on the internal audit function's existing workload and the

completion of pre-existing priorities and activities identified under the annual work plan.

Performance measurement

The performance of each council's audit, risk and improvement committee and internal audit function must be able to be assessed to measure progress and improvement.

The audit, risk and improvement committee must establish key performance indicators for the council's four-year strategic work plan and annual work plan to allow the council to gauge the:

- performance of the committee and internal audit function and the value they are providing to the council, and
- council's performance regarding the matters listed in s428A so that the council can assess whether it is improving each council term in these areas.

These key performance indicators are to be reviewed and refreshed by the audit, risk and improvement committee for each annual work plan and four-year strategic work plan to ensure they reflect the changing needs of the council and the increased capacity of the committee and internal audit function as they mature.

The general manager, in consultation with the audit, risk and improvement committee, must ensure that a data collection or performance management system is established and maintained to collect the data needed to measure progress against these key performance indicators.

Providing advice to the governing body

Quarterly updates

Ongoing reporting by the audit, risk and improvement committee to the governing body (and general manager) is essential for accountability and will ensure that the governing body is kept informed of matters considered by the committee and any

emerging issues that may influence the strategic direction of the council or the achievement of the council's goals and objectives.

It will also ensure strong linkages between the audit, risk and improvement committee, the governing body and the general manager and lead to a better functioning assurance mechanism.

The audit, risk and improvement committee must provide an update to the governing body of the council of its activities and opinions after every committee meeting.

The audit, risk and improvement committee must also provide its quarterly update to the general manager to ensure they are kept informed of issues raised and can answer any questions the governing body may have about the committee's opinions and recommendations.

The mayor can request to meet with the chairperson of the audit, risk and improvement committee at any time to discuss any issues relating to the work of the committee during the quarter.

The chairperson of the audit, risk and improvement committee can also request to meet with the mayor at any time.

Content

The nature and content of the audit, risk and improvement committee's quarterly updates is to be determined by the governing body and the committee.

It could simply be providing a copy of the audit, risk and improvement committee's meeting minutes to the governing body if appropriate, or something more formal such as a report for noting by the governing body, or a face-to-face meeting between the committee, governing body and general manager to discuss important issues that have been identified.

Whatever the nature and form the update takes, the governing body and general manager must be advised, at a minimum, of:

- any formal resolutions of the audit, risk and improvement committee

- the committee's assessment of any audits conducted, including any breaches or deficiencies in controls that require an immediate response from the council
- progress on the implementation of corrective actions
- opportunities for longer-term improvement, and
- any key opinions or 'take-outs' from the committee's meeting.

Should the governing body require additional information, a request for the information may be made to the chairperson by resolution. The chairperson is only required to provide the information requested by the governing body where the chairperson is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act.

Individual councillors are not entitled to request or receive information from the committee.

Annual assessment

A council's audit, risk and improvement committee must provide an annual assessment to the governing body each year.



This will ensure that the governing body of the council is fully informed of the audit, risk and improvement committee's work and its opinion on how council is performing.

The annual assessment must include:

- a summary and assessment of the work the audit, risk and improvement committee performed to discharge its responsibilities during the preceding year
- an overview and assessment of the work of the internal audit function
- progress against key performance indicators
- advice on the appropriateness of the committee's terms of reference
- an independent assessment by the committee and advice on the matters considered by the committee during the year that, in the committee's opinion, and

based on the level of risk facing the council, the governing body should be informed of, and

- other views or opinions on the council that the committee wishes to share.

Before providing their annual assessment to the governing body, the audit, risk and improvement committee must provide a copy of its annual assessment report to the general manager to allow them to develop an action plan to address any issues identified.

Both the audit, risk and improvement committee's annual assessment and the general manager's action plan can then be considered jointly by the governing body at an annual assurance meeting with the committee and the general manager.

Annual assurance meeting

It would be beneficial for the audit, risk and improvement committee, the governing body and general manager to come together annually to discuss the committee's annual assessment of the council, how the council proposes to respond to the committee's recommendations for corrective actions and other important internal audit and risk management matters.

The governing body may wish to hold an extraordinary or additional meeting each year for this purpose.

The annual assurance meeting should also discuss:

- the audit, risk and improvement committee's annual plan and review priorities for the upcoming year, for the approval by resolution of the governing body
- any resourcing issues for the internal audit or risk management functions that the committee considers the governing body should be informed of
- any updated committee terms of reference, for approval by resolution by the governing body, and
- the general manager's annual assessment of the council's risk management function (see core requirement 2).

The mayor, chairperson of the audit, risk and improvement committee and general manager can invite observers or other participants to the meeting where appropriate.

Strategic assessment

A council's audit, risk and improvement committee must provide to the governing body of the council a comprehensive independent assessment every council term (i.e. four years) of all the matters listed in section 428A of the Local Government Act that have been reviewed during the council term.



This will ensure that the governing body of the council is fully informed of the council's performance in relation to the matters specified in section 428A of the Local Government Act and what corrective actions are required to address any issues identified.

It will also provide the governing body with essential information that will assist with strategic decision-making and resource allocation during the next council term.

Before providing its strategic assessment to the governing body, the audit, risk and improvement committee must provide a copy of its report to the general manager to allow the general manager to develop an action plan to address any issues identified during the next council term.

Given the audit, risk and improvement committee's functional responsibility for the internal audit function of the council, the committee must also develop an action plan for the governing body to address any internal audit issues identified by the committee.

The audit, risk and improvement committee's strategic assessment and the action plans can be considered jointly by the governing body at a strategic assurance meeting held every four years.

Strategic assurance meeting

It would be beneficial for the audit, risk and improvement committee, the governing body and general manager to come together at the

close of the council term or commencement of the new council term to discuss the committee's strategic assessment of the council, how the council proposes to respond to the committee's recommendations during the next council term and any other important internal audit and risk management issues.

This discussion can also inform the strategic plans to be made through the integrated planning and reporting process for the next council term.

The governing body may wish to hold an extraordinary or additional meeting for this purpose.

The four-yearly assessment meeting could also discuss:

- the audit, risk and improvement committee's four-year strategic work plan for the upcoming council term for approval by resolution of the governing body
- a four-yearly review of the committee's terms of reference, for noting by the governing body and where applicable, an updated terms of reference for approval by resolution
- the governing body's four-yearly review of the committee's performance and action plan to address any issues identified, for approval by resolution of the governing body (see below).

Review of committee performance

It is important that the work of the audit, risk and improvement committee is regularly assessed, and that the committee is accountable for its performance.

This will ensure that the audit, risk and improvement committee is making a valuable contribution to the council and allow the governing body to determine whether any changes to the committee's terms of reference or membership are required.

At least once each council term (i.e. four years) the governing body of the council is to conduct



a review of the effectiveness of the audit, risk and improvement committee in conformance with the International Professional Practice Framework.

This will ensure that audit, risk and improvement committees are assessed consistently across all councils and allow councils to have confidence in the work of their committees.

To conduct the review, the governing body can:

- engage a suitably qualified external assessor or peer to undertake the review, or
- undertake the review itself and engage an external assessor or peer to conduct an independent evaluation of the findings.

The external assessor or peer should have specific skills relevant to the major risks of the council and a strong understanding of what constitutes best practice in relation to the operations and performance of audit, risk and improvement committees.

Review criteria

The review of the audit, risk and improvement committee's performance must consider:

- the appropriateness of the committee's terms of reference and whether these have been complied with
- the processes and procedures undertaken by the committee
- the collective performance of the committee – for example:
 - the quality and timeliness of assurance and advice provided by the committee to the governing body and general manager
 - the effectiveness of the committee in meeting its responsibilities
 - the relationship and quality of communication with the council and other stakeholders
- the individual performance of each member – for example, their:
 - understanding of the council, its key risks and internal controls

- ability to act objectively and independently
- preparation for committee meetings
- contribution to the work of the committee through their participation in discussion and decision-making, skills and experience
- the performance of the chairperson, including whether the chairperson has (in addition to their performance as a member of the committee):
 - demonstrated positive leadership
 - maintained effective working relationships among audit, risk and improvement committee members and with the council, council's external auditor and the internal audit function
 - ensured the governing body and general manager was well informed and briefed on the strategic and technical aspects of internal audits and risk and control issues, and
 - lead effective committee meetings.
- the way the committee, external auditor, council and internal audit function work together to manage risk and support the council and how effective this is
- whether the committee has effectively reviewed the matters identified in section 428A of the Local Government Act and contributed to an improvement in these areas, and
- whether the composition of the committee is appropriate.

When conducting the review, the governing body is to consider feedback on each member's performance by the chairperson and councillor member of the committee and the general manager.

Self-assessments by the chairperson and members of the audit, risk and improvement committee can also be used.

The governing body of council can also request the chairperson of the committee to address the council and answer any questions about the operations of the committee.

The chairperson of the audit, risk and improvement committee is to develop an action plan for the governing body of the

council to address any issues identified in the performance review and present it to the governing body at the four-yearly assessment meeting.

Annual attestation

It is important that councils are accountable to their communities for the efficacy of their internal controls and assurance mechanisms and the operations of their audit, risk and improvement committees.

Commencing with the 2024-2025 annual report, the general manager will be required under the Local Government Regulation to attest each year in the council's annual report whether the council has complied with the requirements prescribed under the Regulation in relation to its audit, risk and improvement committee.

A template for the attestation is provided in Appendix 1 of these Guidelines.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their audit, risk and improvement committee.

This is not an exhaustive list but provides a useful starting point for councils that seek to better understand what audit, risk and improvement committees do, and how they can be supported to add maximum value to councils.

[Audit Committees – A Guide to Good Practice \(3rd edition\)](#) – Auditing and Assurance Standards Board, Australian Institute of Company Directors and The Institute of Internal Auditors-Australia (2017)

Provides a checklist to assess the performance of audit, risk and improvement committees and members.

[Audit Committees – A Guide to Good Practice for Local Government](#) – Victorian Government, Department of Planning and Community Development (2011)

Provides detailed information on the activities audit, risk and improvement committees can perform in relation to external audit, financial management, risk management and internal audit.

[Audit Committee Guidelines – Improving Accountability and Performance](#) – The State of Queensland (Queensland Treasury and Trade) (2012)

Provides sample:

- letter of appointment for audit, risk and improvement committee members
- self-assessment questionnaire for committee members, external peer review checklist and management feedback questionnaire when assessing committee performance, and
- committee meeting agenda.

[Audit Committees \(RM-G2\)](#) – Australian Government, Department of Finance

Provides a list of professional peak bodies councils could contact to source audit, risk and improvement committee members.

[Chairing an Audit Committee](#) – KPMG

Provides information about the role of audit, risk and improvement committee chairpersons, particularly in relation to:

- leadership, and
- managing the work of audit, risk and improvement committee members.

[Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees](#) – Independent Commission Against Corruption (2020)

Provides information about the role of audit, risk and improvement committees and risk management in relation to fraud and corruption.

[Establishing a skills-based audit committee](#) – Institute of Internal Auditors-Australia (2020)

Provides an analysis matrix template to assess the skills mix of an audit, risk and improvement committee when appointing committee members.

[Guide for Audit & Risk Committees: Understanding Financial Statements](#) – NSW Treasury (2017)

Provides information on activities audit, risk and improvement committee can undertake when reviewing financial statements.

[How can audit committee members add value?](#) – PriceWaterhouseCoopers (2011)

Provides a checklist for measuring the performance of audit, risk and improvement committees.

[Internal Audit and Risk Management Policy for the General Government Sector \(TPP-20-08\) – NSW Treasury \(2020\)](#)

Provides information on the NSW public sector risk management and internal audit policy, including:

- the operation of shared audit, risk and improvement committees in the NSW public sector
- matters to consider when deciding whether to enter into a shared arrangement, and
- recommended content for shared use agreements.

[Public Sector Audit Committees: Independent assurance and advice for Accountable Authorities – Australian National Audit Office \(2015\)](#)

Provides information about the role and functions of audit, risk and improvement committees, including:

- member roles and responsibilities
- how to foster good relationships between the council and committee, and
- checklists for:
 - secretariat actions
 - planning forward meeting agendas, and
 - assessing the performance of members.

[Service Delivery Review: A how to manual for local government \(second edition\) – Australian Centre of Excellence for Local Government \(2015\)](#)

Outlines the factors councils and audit, risk and improvement committees may consider when reviewing service delivery by the council.

[Setting up the Audit Committee – PriceWaterhouseCoopers \(2011\)](#)

Provides information on:

- how a council might assess the financial literacy of an audit, risk and improvement committee member, and
- best practice for inducting new committee members.

[The Role of the Audit Committee Chair – KPMG \(2019\)](#)

Provides information on the role of audit, risk and improvement committee chairpersons, particularly in relation to:

- running committee meetings, and
- overseeing risk management.

Core requirement 2:

Risk management

- Each council and joint organisation must implement a risk management framework that is consistent with current Australian standards for risk management

Guiding principles for risk management

- ❖ Each council must accept responsibility and accountability for risk management in the council.
- ❖ Each council has a risk management framework that is appropriate for that council and is consistent with the accepted Australian risk management standard.
- ❖ Risk management is an integral part of all council management, operations, functions and activities and it is clear who is responsible for managing each risk.
- ❖ Each council supports the development of a positive risk culture.
- ❖ Councils regularly review their risk management framework and can flexibly adapt their risk management activities to suit their operations and risk profiles.
- ❖ Each council is accountable to the community for complying with its statutory obligation to adopt and maintain a risk management framework.

Standards

Each council must manage its strategic and operational risks and implement a risk management framework that is consistent with the current Australian risk management standard, and appropriate for the council's risks.



It is recognised that each council will have different risk management requirements depending on its size, needs, budget, operational complexity and risk management maturity.

Councils have the flexibility under the Australian risk management standard to adapt the size, scope and delivery of their risk management framework provided it reflects the principles, key elements and processes set out in the standard for managing risks in any sized council or organisation.

Councils can adopt additional requirements that supplement those in the standard provided they do not conflict with the standard.

The current risk management standard at the time of the release of these Guidelines is *AS ISO 31000:2018 Risk Management – Guidelines*.

Under current licensing and copyright requirements, each council will need to purchase an individually licensed copy of *AS ISO 31000:2018* from Standards Australia to obtain a full copy of the standard.

The following is a summary of the definitions, principles, key elements and process of *AS ISO 31000:2018*.

Definitions

The definition of 'risk' and 'risk management' adopted by councils as part of their risk management framework should be the same as that adopted in the current Australian risk management standard.

At the time of printing, *AS ISO 31000:2018* defines:

- risk as the *"effect of uncertainty on objectives, where an effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats"*, and
- risk management as *"coordinated activities to direct and control an organisation with regard to risk"*.

Principles

In summary, *AS ISO 31000:2018* requires a council's approach to risk management to be based on the following eight specific principles to ensure it is effective:

- **integrated** – risk management is integrated into all council activities and decision-making processes
- **structured and comprehensive** – risk management is a structured and comprehensive process that achieves consistent and comparable results

- **customised** – the risk management framework and process are customised to the council
- **inclusive** – risk management is inclusive of all stakeholders and enables their knowledge, views and perceptions to be considered
- **dynamic** – risk management is dynamic and able to respond to changes and events in an appropriate and timely manner
- **best available information** – risk management decisions are based on the best available information and take into account any limitations and uncertainties
- **human and cultural factors** – risk management takes into account human and cultural factors, and
- **continual improvement** – risk management is continuously and periodically evaluated and improved through learning and experience.

Key elements

To achieve these principles, *AS ISO 31000:2018* requires each council to ensure its risk management framework demonstrates the following six elements:

Leadership and commitment

AS ISO 31000:2018 requires risk management to be supported by a positive culture that promotes and communicates risk management as part of everyday activities and decision-making.

The standard states that this culture can only exist when management (i.e. the governing body, general manager and senior staff) demonstrate strong leadership and commitment to risk management.

Practical measures the governing body and/or general manager can take under *AS ISO 31000:2018* to exhibit strong leadership in risk management are set out further below.

Integration

AS ISO 31000:2018 requires that risk management is fully integrated within a council and made part of the council's

purpose, governance, leadership, strategy, objectives and operations.

Risk is to be managed in every part of the council's organisational structure and every council employee is to be responsible for managing risk.

Design

AS ISO 31000:2018 requires that the design of a council's risk management framework:

- is based on the unique needs, characteristics and risks of the council, and its external and internal context
- demonstrates the council's continual commitment to risk management
- assigns risk management roles, responsibilities and accountabilities within the council
- allocates appropriate council resources for risk management, and
- effectively documents and communicates risk management across the council.

Implementation

AS ISO 31000:2018 requires that each council implements its risk management framework by:

- developing a risk management plan that provides structure for how the council will implement its risk management policy and conducts its risk management activities, and
- ensuring the council's risk management activities are clearly understood and practiced.

The plan should identify decision makers for risk within the council and ensure risk management processes and arrangements are well understood by the council and practiced.

Evaluation

AS ISO 31000:2018 requires that each council regularly evaluates the effectiveness of its risk management framework and determines whether it remains suitable.

Improvement

AS ISO 31000:2018 requires that each council continually adapts and improves the design of its risk management framework and how it is integrated throughout the council to help the council move to a higher level of risk maturity.

Process

AS ISO 31000:2018 provides each council with a systematic process to identify, assess and prioritise risks, decide how they will be managed, and document and communicate them across the council.

The process defined in *AS ISO 31000:2018* consists of the following steps:

- defining the scope of the council's risk management activities to assist in planning the council's risk management approach
- establishing the internal and external context to ensure that the council understands the internal and external environment it operates in and how risk management will impact, and be impacted by these
- deciding the performance indicators that the council will use to measure the effectiveness of its risk management framework and identify gaps between its actual and desired performance
- defining the council's risk criteria/appetite – that is, the amount and type of risk that the governing body is willing to take, or not take, in order to achieve its strategic plan and objectives
- conducting risk assessments to determine what risks need to be managed
- deciding risk treatment options
- developing risk treatment plans that document how controls will be implemented, and
- writing risk reports that will document and communicate the risk management framework to all staff and be used by the council to regularly review the risk management framework.

County councils and joint organisations

County councils and joint organisations have a lower risk profile than larger and more operationally complex general-purpose councils.

However, they are still responsible for the expenditure of public money, providing services (in the case of county councils), and delivering outcomes on behalf of their member councils and regions (in the case of joint organisations), and need to identify and manage risks appropriately.

Given their lower risk profiles, county councils and joint organisations can share the administration of their risk management framework with another council to reduce costs.

Alternatively, joint organisations can undertake the coordination and administration of their member councils' risk management frameworks on behalf of the councils.

Any shared risk management function must operate as an individual resource for each council in the shared arrangement and implement the requirements in these Guidelines for each council individually.

A shared risk management function should only be established and utilised by a county council or joint organisation where the shared function can maintain a high level of understanding and fulfilment of each council's risk management needs, as well as effective working and reporting relationships with the general manager and senior staff of each council in the shared arrangement.

Councils that establish a shared risk management function should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how the shared arrangement will operate and costs are shared.

Resourcing

AS ISO 31000:2018 requires each council to ensure sufficient resources are allocated to implement the council's risk management framework and deliver the internal controls needed to ensure the council's risks are appropriately managed.

In practice, this responsibility will fall to the governing body and/or general manager of the council.

These resources include the necessary:

- human resources (with appropriate skills and experience)
- technology, equipment, tools and information management systems for managing risk
- documented processes and procedures, and
- professional development and training for staff to ensure they can fulfil their risk management responsibilities.

To ensure that the governing body and/or general manager makes informed budgeting decisions, the audit, risk and improvement committee is to advise of the resources it considers that the council needs to effectively implement its risk management framework, having regard to any budgetary constraints facing the council and the council's operational environment.

Roles and responsibilities

AS ISO 31000:2018 requires that each council assign risk management roles and responsibilities to all relevant roles within the council.

To ensure effective implementation, the standard also requires each council to demonstrate strong leadership and commitment to risk management.

In practice, this will see the general manager, governing body and council staff take on the following responsibilities:

Governing body – strategic leadership

Consistent with the governing body's strategic leadership role under section 223 of the Local Government Act, the governing body is responsible for establishing the foundational elements of the council's risk management framework and setting the 'tone at the top'.

This includes approving by resolution the council's risk criteria/appetite – a statement that conveys how much risk will be tolerated by the governing body in the pursuit of the strategic objectives for the council, and how risk is to be managed and decisions made within this context.

The council's risk criteria/appetite is to be approved in consultation with the audit, risk and improvement committee.

General manager – operational leadership

Consistent with the general manager's role under section 335 of the Local Government Act to conduct the day-to-day management of the council, the general manager has ultimate responsibility and accountability for risk management in the council.

A council's general manager is responsible for implementation of the council's risk management framework. This includes:

- overseeing the council's risk management framework and ensuring it is effectively communicated, implemented and reviewed regularly
- approving the council's risk management policy, plans and risk reports (where applicable)
- promoting and championing a positive risk culture
- assigning authority and accountability for risk management at appropriate levels and to appropriate staff in the council, and ensuring they are held accountable for these responsibilities
- annually attesting that the council's risk management framework complies with these Guidelines (see below), and

- approving the council's implementation of corrective actions recommended by the council's internal audit function, external audit and audit, risk and improvement committee.

Depending on the council's needs, resources and organisational structure, and to assist the integration of risk management across the council, the general manager may wish to delegate responsibility for key aspects of the council's risk management framework to a senior manager or group of senior managers established for this purpose.

The delegate would report to the general manager on risk management issues.

An example risk management policy is provided at **Appendix 4**.

Risk management function – oversight and facilitation

Each council is to establish a risk management function responsible for the day-to-day activities required to implement the council's risk management framework and provide specialist risk management skills and knowledge.

The council's risk management function is a key support to the general manager in meeting their risk management responsibilities and reports directly to the general manager or their delegate.

Each council will have the flexibility to establish its risk management function based on its structure, resourcing, risk management needs and risk management maturity.

Regardless of its structure and composition, the role and responsibilities of the risk management function should include:

- supporting the general manager by coordinating and providing clear and concise risk information, advice and/or reports that can be used in planning and decision-making
- coordinating the various activities relating to risk management within the council
- helping to build a risk management culture within the council, including facilitating and driving risk management at the

strategic and operational level within the council and ensuring consistency in practice

- ensuring there are easily accessible systems and processes in place to enable all staff to conveniently undertake risk management in their day-to-day work
- ensuring risk management processes are applied consistently across the council
- organising appropriate staff risk management training and development
- developing and maintaining a risk reporting framework to enable regular advising/reporting of key risks, and the management of those risks, to the general manager or their delegate
- supporting council staff with their risk management obligations and providing staff with advice and tools to ensure risk management compliance
- implementing effective risk management communication mechanisms and information system/s
- establishing and maintaining an ongoing monitoring system to track the risk management activities undertaken within the council and assessing the need for further action
- assessing risk management information for completeness, accuracy and consistency (for example, risk registers, risk treatment plans), and
- preparing advice or reports for the audit, risk and improvement committee and attending committee meetings (where requested).

In order to fulfil its role, the risk management function needs to:

- have a well-developed understanding of the council and its operations
- have the skills, knowledge and leadership qualities required to support and drive risk management
- have sufficient authority to intervene in instances where risk management efforts are being hampered by a lack of cooperation or through lack of risk management capability or maturity, and
- be able to add value to the risk management process by providing guidance and support in managing difficult

risk, or risks spread across a number of the council's business units or operational areas.

Dual responsibilities

It is important that the risk management function is independent of line management to reduce the potential for management influence on the risks that are reported on, and to ensure independence.

Where risk management oversight or facilitation activities are performed by council staff with other council responsibilities, the council must put safeguards in place to limit any cognitive bias (which can lead to faulty risk assessments and decision-making errors).

Depending on the specific needs and circumstances of the council, these safeguards could include:

- the audit, risk and improvement committee being informed of the other council responsibilities the risk management function has, including reporting lines, responsibilities and expectations related to the role/s
- any potential issues or conflicts of interest arising from these other roles being formally documented and communicated to the committee
- risk management staff being prohibited from undertaking risk management evaluations and reviews in relation to the council operations they are responsible for, and/or
- the committee regularly assessing that the safeguards put in place are effective.

Internal audit function – review and assurance

Councils' internal audit function is responsible for reviewing and providing advice to the audit, risk and improvement committee and the council on the effectiveness of the council's risk management framework.

Given the need to maintain the independence and objectivity of the internal audit function, the following boundaries are to apply with respect to the role of the internal audit

function in relation to the council's risk management framework:

- it is to be clear that council management remains responsible for risk management
- the internal audit function is to provide advice and challenge and support management's decision-making, as opposed to taking risk management decisions themselves
- the internal audit function should not:
 - manage any of the risks on behalf of the council
 - set the council's risk criteria/appetite
 - impose risk management processes
 - decide or implement risk responses, or
 - be held accountable for risk management activities.

Audit, risk and improvement committee – advice and assurance

An audit, risk and improvement committee's role in relation to risk management is to support the governing body and general manager and to ensure that the council's risk management framework is appropriate and operationally effective.

The breadth and depth of this assurance role is to be determined by the council and the audit, risk and improvement committee and could include:

- assessing whether risks at all levels are identified, assessed and reviewed regularly by the council
- being involved in the regular review of the council's risk register
- reviewing the integration of risk management into business planning and program implementation activities, and/or
- providing assurance in relation to the management of risk or governance arrangements on individual projects, programs or activities.

Appendix 3 provides further examples of the activities the audit, risk and improvement committee could perform in relation to risk management.

Review and reporting

Quarterly reporting

Each council should ensure its risk management framework is regularly monitored and reviewed to ensure it is relevant, effective and complies with the current Australian risk management standard.

Each council should base its ongoing monitoring and review process on its own needs. However, this should include at a minimum, providing quarterly advice from the risk management function to the general manager or their delegate.

This will ensure that risks are being correctly identified, prioritised and treated, and any emerging problems are known and rectified quickly.

Annual assessment

Each council's risk management function is to conduct an annual self-assessment of the council's risk management framework.

The annual self-assessment is to report to the general manager whether the council's risk management framework:

- complies with these Guidelines
- is sufficiently resourced
- operates effectively, this includes whether:
 - the internal control framework appropriately reflects the council's risk criteria/appetite
 - risks are formally considered when developing and implementing all council policies, programs, projects and other activities, including procurement
 - risk management covers all relevant risk categories including strategic, operational, compliance, reputational and reporting risks
 - major risks have been identified and assessed by the council and appropriate risk treatments have been implemented that reflect the council's risk criteria

- the council's internal controls are effective and appropriate
- the council's risk register and risk profile are current and appropriate
- risk information is captured and communicated in a timely manner across the council, enabling management and staff to carry out their responsibilities, and
- the council's risk management policies, procedures and plans are being complied with.

The general manager should discuss the annual assessment of the council's risk management function with the governing body and audit, risk and improvement committee at the council's strategic assurance meeting held each council term.

Strategic assessment

The Local Government Regulation (section 216S) requires councils' audit, risk and improvement committees to keep the implementation of a council's risk management framework under review and provide advice to the council on its implementation.

A council's audit, risk and improvement committee must provide an assessment of the effectiveness of the council's risk management framework to the governing body each council term, as part of the committee's four-yearly strategic assessment.



As part of the audit, risk and improvement committee's assessment of the council's risk management function, it should consider whether:

- the council is providing sufficient resources for risk management
- the council's risk management framework complies with these Guidelines, and
- the council's risk management framework operates effectively, is being complied with and supports the achievement of the council's strategic goals and objectives.

The general manager is to develop an action plan for the governing body to address any risk management issues identified by the committee.

The audit, risk and improvement committee and general manager should discuss the strategic assessment and action plan with the governing body at the council's strategic assurance meeting held each council term (see above).

Performance measures

To ensure the effectiveness of the council's risk management activities can be regularly monitored and reviewed, each council must ensure that it:

- assigns performance targets to risk management activities that can be measured against goals and objectives, and
- can obtain the data needed to measure the impact of the council's risk management framework.

Annual attestation

Commencing with the 2024-2025 annual report, the general manager will be required under the Local Government Regulation to attest each year in the council's annual report whether the council has complied with the requirements prescribed under the Regulation in relation to its risk management activities:

A template for the attestation is provided in Appendix 1 of these Guidelines.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their risk management framework. They provide examples, checklists, samples, templates and other practical tools councils could use.

This is not an exhaustive list but provides a useful starting point for councils that seek further information.

[A Guide to Risk Management – The State of Queensland \(Queensland Treasury\) \(2020\)](#)

Provides guidance on how to apply the Australian risk management standard, including checklists for each stage of the risk management process.

[AS ISO 31000:2018 Risk Management – Guidelines – International Standards Organisation \(2018\)](#)

The current Australian risk management standard at the time of printing (for purchase from the International Standards Organisation)

[Audit Committee Guidelines – Improving Accountability and Performance – The State of Queensland \(Queensland Treasury and Trade\) \(2012\)](#)

Provides checklists of the matters audit, risk and improvement committees are to consider when reviewing a council's risk management framework and internal controls.

[Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees – Independent Commission Against Corruption \(2020\)](#)

Provides information about the role of risk management in relation to fraud and corruption.

[Risk Management Toolkit for Public Sector Agencies \(TPP 12-03\) – NSW Treasury \(2012\)](#)

Consists of three parts:

- Executive Guide (TPP 12-03a)

- Volume 1 – Guidance for Agencies (TPP 12-03b), and
- Volume 2 – Templates, Examples and Case Study (TPP 12-03c).

Provides detailed and practical advice on the various elements of the Australian risk management standards (ISO 31000), templates and worked examples.

[The Three Lines of Defense in Effective Risk Management and Control – Institute of Internal Auditors \(2013\)](#)

Outlines the three lines of defence approach to risk management and the role of management and internal audit in risk management.

[The Role of Internal Auditing in Enterprise-Wide Risk Management – Institute of Internal Auditors](#)

Outlines what enterprise risk management is, how it can be implemented and the role of internal audit in risk management.

[Victorian Government Risk Management Framework Practice Guide – Victorian Managed Insurance Agency](#)

Provides guidance on how to apply the Australian risk management standard, including examples of a risk appetite/criteria statement.

Core requirement 3:

Internal audit

- Each council and joint organisation must have an independent internal audit function that reports to the audit, risk and improvement committee and is consistent with current international standards for internal audit

Guiding principles for internal audit

- ❖ The internal audit function operates independently and with appropriate expertise in a manner that is appropriate for the council.
- ❖ The internal audit function has access to all council information necessary to fulfil its role and responsibilities.
- ❖ The internal audit function is appropriately positioned in the council's governance framework to ensure its work complements the work of other internal and external assurance providers.
- ❖ The internal audit function has a comprehensive work plan linked to the council's strategic objectives and current and emerging risks.
- ❖ The audit, risk and improvement committee receives relevant and timely advice from the internal audit function to ensure the committee can fulfil its role and responsibilities.
- ❖ The internal audit function operates in a manner consistent with accepted international standards.
- ❖ The work of the internal audit function is thoroughly planned and executed, risk-based, client-focused and linked to the council's strategic goals.
- ❖ The internal audit function adds value to the council and is held accountable by the committee and governing body for its performance.
- ❖ Each council is accountable to the community for the effective implementation of its internal audit function.

Independence

Each council in NSW, (including county councils and joint organisations) must have an internal audit function to provide an independent unbiased



assessment of the council's operations and risk and control activities.

Internal audit is defined in the International Professional Practices Framework issued by the Institute of Internal Auditors as '*an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes*'.

A council's internal audit function must operate independently of the council and internal audit activities cannot be subject to direction by the council.



To ensure that the internal audit function remains independent from council management it must have a dual reporting line that reports:



- **administratively to the general manager or a sufficiently senior role in the council to ensure the internal audit function fulfils its responsibilities, and**
- **functionally to the audit, risk and improvement committee.**

Resourcing

The governing body and general manager of the council must ensure that the council's internal audit function is sufficiently resourced to effectively carry out its work. The chairperson of the audit, risk and improvement committee should be consulted on the resourcing required.

The audit, risk and improvement committee's resourcing recommendations are to be minuted by the committee.

Internal audit charter

It is important that council's internal audit function has clear guidance on how it should support the audit, risk and improvement committee and the council, and that the committee and council has input into how the internal audit function will operate.

This will ensure there is clarity in the relationships between the audit, risk and improvement committee, the council and the internal audit function and that the performance of the internal audit function can be assessed.

The Local Government Regulation (section 216O) requires each council to adopt an internal audit charter to guide how internal audit will be undertaken by the council that is informed by the approved Model Internal Audit Charter provided at Appendix 5.



The internal audit charter is to be developed by the audit, risk and improvement committee in consultation with the general manager and the internal audit coordinator and approved by resolution by the governing body of the council.

Councils may include additional provisions in their internal audit charter so long as they are not inconsistent with the approved Model Internal Audit Charter.

The audit, risk and improvement committee is to review the council's internal audit charter annually in consultation with the general manager and the internal audit coordinator.

Role of the general manager

Consistent with their role under the Local Government Act (section 355) to conduct the day-to-day management of the council, the general manager has administrative responsibility for internal audit.

This means that the general manager is responsible for:

- advising the governing body on the resources required for the effective functioning of the internal audit function
- ensuring appropriate administrative support is provided to support the work of the internal audit function - for example, access to council's human resources networks, payroll, work health and safety, office facilities and resources, council information etc
- ensuring that the internal audit function is appropriately positioned within the council to work with external bodies and internal business units and to fulfil its role and responsibilities
- ensuring the internal audit function complies with the International Professional Practices Framework, and
- annually attesting, on behalf of the council, that the council is complying with the Regulation in relation to internal audit.

The general manager has no role in the performance of the internal audit function (e.g. the conduct of internal audits, the audit techniques used and the reporting of internal audit findings to the audit, risk and improvement committee).

Delegation

The general manager can, in consultation with the governing body of the council and the audit, risk and improvement committee, delegate their functions in relation to the oversight of the council's internal audit function to another role in the council that is sufficiently senior to ensure the internal audit function meets its responsibilities.

In making a delegation, consideration should be given to how the delegation will influence the internal audit function's ability to achieve the internal audit charter considering the:

- seniority and expertise of the delegate and demands placed on them by their other roles and responsibilities in the council
- support available to the delegate to successfully execute their delegation in relation to internal audit
- complexity of the council's core business

- risk profile of the council
- expectations of stakeholders, and
- likely demands placed on the internal audit function.

Role of the audit, risk and improvement committee

Under the Local Government Regulation (sections 216M, 216P and 216R), the audit, risk and improvement committee exercises functional oversight of a council's internal audit function to ensure it operates independently from the council.

This means that the audit, risk and improvement committee is responsible for:

- assisting the governing body to identify the resources necessary for the effective functioning of the internal audit function
- setting the annual and four-year strategic work plans for the internal audit function, including the audits that will be completed
- assessing the findings and recommendations of completed audits and providing the committee's advice and opinion on issues raised to the general manager and governing body of the council
- developing the internal audit charter that will guide the work of the internal audit function and how it operates, and
- reviewing the performance of the internal audit function.

Structure

Each council will have different internal audit requirements depending on the council's size, needs, budget and operational complexity and can either:

- establish an internal audit function for their own exclusive use, or
- share their internal audit function with another council, county council or joint organisation.

For cost and administrative efficiency, councils may also:

- establish an in-house internal audit function comprising of council staff (supplemented with contractors as may be required), and/or
- outsource their internal audit function to an external provider/s – for example, a private sector accounting firm, internal audit firm, internal audit contractor etc.

These options will assist councils, county councils and joint organisations:

- to establish their internal audit function in the most cost-effective way
- to source expert internal audit personnel in locations where it may be difficult to recruit staff with the necessary skill set
- to access a larger resource pool than would be available to a single council, and
- create efficiencies through common systems, shared knowledge and internal audit tools.

When deciding the most appropriate way to structure a council's internal audit function, the general manager should consider the viability and capacity of a shared internal audit function to achieve the council's internal audit charter given the:

- size of the council in terms of both staffing levels and budget
- geographical and functional distribution of the council's operations
- complexity of the council's core business
- risk profile of the council
- expectations of stakeholders, and
- likely demands placed on the internal audit function by other councils in the shared arrangement.

Whatever structure is adopted, the council's internal audit coordinator must:



- **be a council employee and cannot be outsourced, other than through a shared arrangement with another council, and**
- **meet the eligibility and independence criteria for the position.**

This is to ensure that the council retains strategic control of the internal audit function and can actively monitor its performance.

County councils

County councils may enter into a shared arrangement with one of their constituent councils or another council.

Joint organisations

Joint organisations that do not host a shared internal audit function for the use of their member councils can enter into a shared arrangement with a member council or, if this is not possible, with another council or joint organisation.

- specialist skills may not be available in-house
- reduced flexibility, and
- the need to provide council facilities and office space for internal audit personnel.

Councils that establish an in-house internal audit function are not limited to employing staff members and can supplement the internal audit team's work with audits undertaken by external providers where necessary.

Metropolitan and larger regional councils are encouraged to establish an in-house internal audit function given their:

- significant assets
- higher risk profiles
- higher levels of expenditure, and
- more complex transactions and operations.

In-house internal audit function

An in-house internal audit function is one where internal auditors and other staff (where required) are employed by the council to conduct the internal audits and other activities in the audit, risk and improvement committee's annual and four-year strategic work plans.

The advantages of establishing an in-house internal audit function may include:

- council retaining ownership of internal audit information
- confidentiality of sensitive information contained in audits
- stronger direction and oversight by the council of the internal audit function with more direct control over the quality of audits conducted
- internal auditors having council-specific knowledge and experience that delivers better audit results
- greater agility to respond quickly to emerging issues, and
- the retention of corporate knowledge within the council.

Disadvantages may include:

- challenges attracting and retaining suitable staff

Coordinator of an in-house internal audit function

Each council's internal audit function must be led by a staff member with sufficient skills, knowledge, experience and integrity to ensure it undertakes its role appropriately, fulfils its responsibilities to the audit, risk and improvement committee and makes a valuable contribution to the council.

The coordinator of an in-house internal audit function (described as the 'chief audit executive' in the International Professional Practices Framework) also needs to report to the general manager or a sufficiently senior role in the council that ensures the internal audit function fulfils its responsibilities.

For some councils with larger budgets and higher risks, the coordinator of an in-house internal audit function will require the support of a dedicated internal audit team to fulfil the internal audit charter.

For other smaller councils, their size and risk profile may not justify additional internal audit staff and the internal audit coordinator will be sufficient.

The internal audit coordinator may also have other council responsibilities outside of internal audit.

Role and responsibilities

For all in-house internal audit functions, regardless of size, the key responsibilities of the internal audit coordinator include:

- managing the day-to-day activities of the council's internal audit activities to ensure they add value to council
- managing the council's internal audit budget
- supporting the operation of the audit, risk and improvement committee
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the audit, risk and improvement committee
- monitoring the council's implementation of corrective actions that arise from the findings of audits
- fulfilling the committee's annual and four-year strategic work plans
- ensuring the council's internal audit activities comply with the Local Government Regulation and these Guidelines
- managing internal audit personnel and ensuring that they have the skills necessary to fulfil the role and responsibilities of the internal audit function (where appropriate), and
- contract management and oversight of supplementary external providers (where appropriate).

Eligibility criteria

To fulfil these responsibilities, the internal audit coordinator:

- must be a council employee and cannot be outsourced, other than through a shared arrangement with another council – this is to ensure that the council retains strategic control of the internal audit function and is able to actively monitor the performance of the internal audit function
- must be independent, impartial, unbiased and objective when performing their work and free from conflicts of interest

→ should possess the following skills, knowledge and experience to effectively carry out their role:

- the credibility to ensure they can negotiate on a reasonably equal footing with the general manager (or their delegate), governing body and audit, risk and improvement committee
- the skills, knowledge and personal qualities necessary to lead credible and accepted internal audit activities in the council
- strong experience overseeing internal audit
- appropriate qualifications and professional certifications, and
- local government experience (preferred).

The internal audit coordinator must also operate and conduct the internal audit activities in accordance with the International Professional Practices Framework, including its Code of Ethics.

As a council employee, the internal audit coordinator must comply with all relevant council policies and procedures, including the council's code of conduct.

Independence

It is important that the coordinator of an in-house internal audit function has the functional independence necessary to independently assess and report on the way the council operates.

As a safeguard, the Local Government Regulation (section 216P(3)) requires the general manager to consult with the chairperson of the audit, risk and improvement committee on any decisions affecting the employment of the internal audit coordinator (including disciplinary measures).

Where the chairperson of the audit, risk and improvement committee has any concerns about the treatment of the internal audit coordinator, or any action taken that may compromise their ability to undertake their functions independently, they can report their concerns to the governing body of the council.

The internal audit coordinator should confirm at least annually to the audit, risk and improvement committee the independence of internal audit activities from the council.

Access to council staff and information

All internal audit personnel, including the coordinator of an in-house internal audit function have direct and unrestricted access to council staff, the audit risk and improvement committee and council information and resources necessary to undertake their role and responsibilities.



All council staff and contractors should have unrestricted access to the internal audit coordinator to allow them to alert them to emerging risks or internal audit related issues.

Internal audit team

Any other staff members appointed to council's in-house internal audit function report directly to the internal audit coordinator.

As council employees, internal audit staff must comply with all relevant council policies and procedures including the council's code of conduct.

In-house internal auditors must also conduct internal audit activities in accordance with the International Professional Practices Framework.

Internal audit should be performed by professionals with an appropriate level of understanding of the council's culture, systems and processes to provide assurance that the internal controls in place are sufficient to mitigate risk, that governance processes are adequate, and that organisational goals and objectives are met.

In-house internal auditors should therefore possess the following skills, knowledge and experience to effectively carry out their role:

- the skills, knowledge and experience necessary to conduct internal audit activities in the council – for example:
 - accounting

- finance
- economics
- governance
- management
- law
- taxation
- fraud and corruption
- IT

- effective interpersonal and communication skills to ensure they can engage with council staff effectively and collaboratively
- honesty, integrity and due diligence, and
- appropriate qualifications and professional certifications.

Local government experience or expertise is also strongly preferred.

Dual responsibilities

To ensure the internal audit function's independence and objectivity, it is best practice that the coordinator of an in-house internal audit function and any other members of an in-house internal audit team have no other council responsibilities other than internal audit.

However, it is recognised that some councils may find it difficult to employ a stand-alone coordinator of an in-house internal audit function or other supporting internal auditors because of the cost involved, or because the council's location, size and risk profile may not warrant stand-alone employees.

Councils can combine the role of the internal audit coordinator and/or members of the internal audit team with other responsibilities provided there are adequate safeguards put in place by the council to limit any real or perceived bias or conflicts of interest that may lead to faulty decision-making and cognitive bias.

An internal audit role must not be combined with the role of the general manager, chief financial officer or risk management function as it will create conflicts of interest that cannot be resolved.

Councils can also share their internal audit coordinator with another council, county council or joint organisation as part of a shared arrangement.

Depending on the specific needs and circumstances of the council, safeguards could include:

- any potential issues or conflicts of interest arising from a dual role being formally documented in the council's internal audit charter
- the audit, risk and improvement committee, or another suitably qualified and independent party, reviewing internal audit briefs, findings and recommendations before they are finalised where they concern any key risks overseen by the internal audit coordinator or internal audit team member in another role
- the internal audit coordinator or an internal audit team member not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or
- the audit, risk and improvement committee including an assessment of the independence and objectivity (for internal audit purposes) of the internal audit coordinator or any internal audit team members exercising a dual role in their annual assessment report to the governing body.

The endorsement of the governing body, in consultation with the audit, risk and improvement committee should also be sought for any combined roles.

Where the internal audit coordinator has a dual role in a council, they are to remain independent and report functionally to the audit, risk and improvement committee on their internal audit responsibilities.

For other council responsibilities, the internal audit coordinator reports functionally through normal council reporting lines to the general manager.

Outsourced internal audit function

Where a council outsources its internal audit function, the internal audits programmed by the audit, risk and improvement committee are undertaken by an external provider such as an internal audit or accounting firm, or an individual practitioner.

Contract management is overseen by an employee within the council.

The advantages of using external providers for internal audit activities may include:

- flexibility
- access to a wide range of expertise and experience that the council may not otherwise have in-house
- provides a window to better practice methods for smaller councils they may otherwise find difficult to access
- the ability to purchase services as and when required
- can increase internal audit's independence from the council
- overcoming challenges recruiting a dedicated internal audit coordinator and internal audit staff, and
- potential to negotiate lower fee-for-service costs.

Disadvantages may include:

- increased costs
- potential loss of corporate knowledge from the council
- difficulty building and maintaining professional relationships between council management and external contractors
- reduced oversight and control of internal audit activities
- additional in-house staff time required to source and manage external providers and contracts
- the external provider lacking council-specific knowledge
- internal audit coordinator is unlikely to be audit trained and may not have the knowledge to ensure audit quality is maintained, and

- potential confidentiality breaches.

Given their size, resources, geographical isolation and risk profiles, rural and smaller regional councils are encouraged, at a minimum, to establish an outsourced internal audit function.

Coordinator of an outsourced internal audit function

Compared to the coordinator of an in-house internal audit function which directly conducts or supervises internal audits and provides opinions and recommendations to the audit, risk and improvement committee, the coordinator of an outsourced internal audit function will, in practice, primarily be a coordination and administrative role.

The key responsibilities of any council staff member assigned responsibility for leading an outsourced internal audit function include:

- contract management
- managing the internal audit budget
- ensuring the external provider completes internal audits in line with the audit, risk and improvement committee's annual and four-year strategic work plans
- forwarding audit reports by the external provider to the audit, risk and improvement committee
- acting as a liaison between the external provider and the audit, risk and improvement committee
- monitoring the council's implementation of corrective actions that arise from the findings of audits and reporting progress to the audit, risk and improvement committee, and
- assisting the audit, risk and improvement committee to ensure the council's internal audit activities comply with the Local Government Regulation and these Guidelines.

To fulfil these responsibilities, the coordinator of an outsourced internal audit function:

- reports functionally to the audit, risk and improvement committee
- must be free from conflicts of interest

- must be a council employee and cannot be outsourced, other than through a shared arrangement with another council, county council or joint organisation – this is to ensure that the council retains control of the internal audit function and is able to actively monitor the performance of the external provider

- should possess the following skills, knowledge and experience to effectively carry out their role:

- a good understanding of the work of audit, risk and improvement committees and internal audit, and
- the skills, knowledge and personal qualities necessary to manage the council's contract with the external provider and liaise between the external provider and the audit, risk and improvement committee.

As a council employee, the coordinator of an outsourced internal audit function must comply with all relevant council policies and procedures, including the council's code of conduct.

Dual responsibilities

The coordinator of an outsourced internal audit function can be assigned other roles and responsibilities in the council.

Where the coordinator of an outsourced internal audit function has a dual role in a council, they are to remain independent and report functionally to the audit, risk and improvement committee in relation to their internal audit responsibilities.

For other council responsibilities, the coordinator of an outsourced internal audit function reports functionally through normal council reporting lines to the general manager.

Councils can combine the coordinator of an outsourced internal audit function's role with other responsibilities provided there are adequate safeguards put in place by the council to limit any real or perceived bias or conflicts of interest.

Depending on the specific needs and circumstances of the council, safeguards could include:

- any potential issues or conflicts of interest arising from a dual role being formally documented in the council's internal audit charter
- the audit, risk and improvement committee endorsing the dual roles
- the coordinator of the outsourced internal audit function not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or
- the committee including an assessment of the independence and objectivity (for internal audit purposes) of the coordinator of the outsourced internal audit function in their annual assessment report to the governing body.

External provider/s

It is important that any external provider engaged by a council is independent and can objectively assess and report on the way council operates.

To ensure the independence of an external provider, the coordinator of an outsourced internal audit function must ensure the external provider:

- does not conduct any audits on specific council operations or areas that they have worked on within the last two years
- is not the same auditor conducting the council's external audit
- is not the auditor of any contractors of the council that may be subject to the internal audit, and
- can satisfy the requirements in these Guidelines relating to internal audit.

The coordinator of the outsourced internal audit function must also consult with the audit, risk and improvement committee and general manager regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the council.

Chairperson of the audit, risk and improvement committee

The chairperson of an audit, risk and improvement committee overseeing an outsourced internal audit function is likely to have greater responsibilities than a chairperson overseeing an in-house internal audit function. Because the coordinator of an outsourced internal audit function is largely a coordination/administrative role, the chairperson and members of the audit, risk and improvement committee will do much of the 'heavy lifting' and will be the primary source of advice on the findings and recommendations of audits conducted by the external provider and assurance to the council.

Councils that establish an outsourced internal audit function must ensure that their audit, risk and improvement committee has the capacity and capability to undertake this enhanced role.

Shared internal audit function

Councils can:

- share an internal audit function with another council or joint organisation as part of an independent shared arrangement
- utilise the internal audit function established by their joint organisation that is shared by member councils
- for county councils – share an internal audit function with a constituent council where possible, or with another council
- for joint organisations – share an internal audit function with a member council where possible or with another council or joint organisation.

Councils can establish an in-house or outsourced internal audit function as part of a shared arrangement.

A shared internal audit function must operate as a standalone internal audit function for each participating council in the shared

arrangement and satisfy the requirements of the Local Government Regulation and these Guidelines for each participating council.

A shared internal audit function should only be established and utilised where all participating councils can be confident that the shared function can deliver a high level of understanding and fulfilment of each council's internal audit needs and maintain effective working and reporting relationships with each participating council in the shared arrangement.

Councils that establish a shared internal audit function should develop and sign a formal agreement with the other councils in the shared arrangement that outlines how the shared arrangement will operate and how costs will be shared.

Implementation

Given the administrative complexity of an internal audit function shared between and reporting to different councils, the following arrangements are recommended:

- the internal audit function is hosted by one of the councils, county councils or joint organisations in the shared arrangement
- the internal audit coordinator and any other internal audit team members are employees of the host council
- the internal audit coordinator reports administratively to the general manager (or their delegate) of the host council, and
- the general manager of the host council can only appoint or dismiss the internal audit coordinator in consultation with the general managers and audit, risk and improvement committees of each participating council.

For internal audit functions established by joint organisations and shared between member councils it is recommended that:

- the internal audit function is physically located at the offices of the joint organisation or a member council
- the internal audit coordinator reports administratively to the executive officer of the joint organisation

- the internal audit coordinator and any internal audit staff are employees of the joint organisation, and
- the executive officer of the joint organisation can only appoint or dismiss the internal audit coordinator in consultation with the general managers and audit, risk and improvement committees of each member council.

Coordinator of a shared internal audit function

In-house function

The coordinator of a shared in-house internal audit function needs to be able to:

- liaise with the governing body and general manager of each participating council about that council's internal audit activities
- implement the annual and four-year strategic work plans for each council
- conduct or oversee the individual audits of each council and monitor the implementation of corrective actions
- manage any contractual arrangements with external providers on behalf of each council (where required)
- attend the audit, risk and improvement committee meetings of each respective council on behalf of that council, and
- maintain separate and confidential information for each council.

Outsourced function

The coordinator of a shared outsourced internal audit function needs to be able to:

- manage contracts with external providers on behalf of all councils in the shared arrangement
- liaise with the audit, risk and improvement committee and general manager of each council
- coordinate the completion of audits by the external provider in line with each council's annual and four-year strategic work plans
- provide audit reports by the external provider to the relevant audit, risk and

- improvement committee and general manager and coordinate council responses
- monitor implementation by each council of corrective actions arising from the findings of audits and report progress to the audit, risk and improvement committee
 - assist each council's audit, risk and improvement committee to ensure the council's internal audit activities comply with the Local Government Regulation and these Guidelines, and
 - maintain separate and confidential information for each council.

Work plans

The work of each council's internal audit function will be guided by the four-year strategic work plan and annual work plan developed by the audit, risk and improvement committee (see core requirement 1).



Performing internal audits

It is essential that a council's internal audit function performs the council's internal audits to a high and consistent standard and that the findings and recommendations that arise from audits can be relied upon by the audit, risk and improvement committee and the council.

Each council's internal audits must be performed in accordance with the requirements of the International Professional Practices Framework.



The internal audit tools, techniques and methodologies used by the internal audit function must be approved by the audit, risk and improvement committee.

Where risk information or ratings are used during the internal audit process, they must be

developed and applied consistently with the current Australian risk management standard.

Audit reports

The internal audit coordinator must report the findings and recommendations of internal audits to the audit, risk and improvement committee when they are finalised.

The audit, risk and improvement committee will determine whether audit reports should be distributed to committee members out-of-session as they are completed, or at each quarterly meeting of the committee.

Each internal audit report must reflect the requirements of the International Professional Practices Framework.

This includes:

- necessary background information, including the objective and scope of the audit
- the audit processes and methodology used
- findings and recommendations based on the audit's objectives, prioritised according to their level of risk
- recommended remedial actions to address problems identified which have been prioritised according to risk, and
- a response or action plan from the general manager and/or responsible senior managers of the council.

Before reports are finalised, the internal audit coordinator must provide a draft of each report to the responsible senior manager/s for comment so that a response to each recommendation from each relevant business unit is included in the final report submitted to the audit, risk and improvement committee.

Timeframes for management responses to internal audit recommendations are to be agreed between the general manager and the internal audit coordinator and chairperson of the audit, risk and improvement committee.

Responsible senior managers may reject recommended corrective action/s on reasonable grounds but should discuss their position with the internal audit coordinator or the chairperson of the audit, risk and improvement committee before finalising the

council's position with the general manager. Reasons for rejecting the recommendation/s must be included in the final audit report.

For the recommendations that are accepted, responsible senior managers are required to ensure that:

- an action plan is prepared for each recommendation that assigns responsibility for implementation to a council staff member/s and timeframes for implementation
- all corrective actions are implemented within proposed timeframes, and
- the internal audit coordinator is provided regular updates in relation to the implementation of the internal audit action plan.

Where corrective actions are not implemented within agreed timeframes, the audit, risk and improvement committee can invite the responsible senior manager to explain why implementation has not occurred and how the resulting risk is being addressed in the interim.

The audit, risk and improvement committee can raise any concerns it may have about the council's response to internal audit reports with the general manager and in the committee's quarterly report to the governing body so that they are aware of the risks posed to the council.

Ongoing monitoring

The internal audit coordinator should establish an ongoing monitoring system to track the internal audits undertaken for the council and follow-up the council's progress in implementing corrective actions.

Key risks or emerging issues must be reported to the audit, risk and improvement committee and general manager to ensure they can be rectified quickly before their consequences escalate.

The audit, risk and improvement committee can raise any concerns it has that may arise between meetings with the governing body via an additional report where needed. The chairperson of the committee can also request to meet with the mayor.

This will ensure that the governing body is kept informed of significant emerging risks posed to the council.

Policies and procedures

The general manager, in consultation with the audit, risk and improvement committee, must develop and maintain policies and procedures to guide the operation of the council's internal audit function and the performance of internal audits.

These policies and procedures could include:

- the structure and resourcing of the internal audit function
- how internal audits will be conducted, reported, implemented and monitored
- audit methodology
- timeframes for reporting and the council's response to recommendations
- how any internal audit-related disputes are to be resolved
- the internal audit function's access to council staff, resources and information
- how the performance of the internal audit function will be reviewed
- communication between the audit, risk and improvement committee and internal audit function, and the internal audit function and the general manager, and
- information management including document retention, security and access to audit reports.

Providing advice to the audit, risk and improvement committee

Ongoing reporting to the audit, risk and improvement committee is essential to ensure that the committee is kept informed of matters considered by the internal audit function and any emerging issues that may require reporting to the governing body or general manager.

Quarterly updates

The internal audit coordinator is to ensure that the audit, risk and improvement committee is advised at each of the committee's quarterly meetings of

- the internal audits completed during that quarter
- progress in implementing the annual work plan, and
- progress made implementing corrective actions arising from any past internal audits.

The way this information is communicated is to be decided by the audit, risk and improvement committee in consultation with the internal audit coordinator.

Ongoing advice

The internal audit coordinator can meet with the chairperson of the audit, risk and improvement committee at any time, as necessary, between committee meetings.

This is particularly important to ensure that any urgent or emerging issues identified by the internal audit function can be quickly reported to the audit, risk and improvement committee for consideration and action before their consequences escalate.

Internal audit documents

Internal audit documentation includes any information or documents produced or obtained by a council's internal audit function that relates to the internal audit activities of the council.

All internal audit documents:

- are for internal use only, subject to the requirements of the *Government Information (Public Access) Act 2009* (GIPA Act)
- are to remain the property of the audited council, including where internal audit services are performed by an external

provider – all rights reside with the audited council

- must be documented, retained and controlled in accordance with the International Professional Practices Framework and council policies
- can be accessed by the audit, risk and improvement committee and external auditor without restriction
- can be accessed by the governing body by resolution, subject to the approval of the chairperson of the audit, risk and improvement committee (any disputes can be referred to the Office of Local Government for resolution)
- subject to the GIPA Act, can only be released to an external party with the approval of the general manager and the chairperson of the audit, risk and improvement committee, except where the information is being provided to an external oversight or investigative body for the purposes of informing that agency of a matter that may warrant its attention.

Any internal audit documentation provided to any individual, including members of the governing body, should be treated as strictly confidential.

The chairperson of the audit, risk and improvement committee may refuse to provide access to internal audit documents or information to anyone who has previously released such information without authorisation.

Review of internal audit function performance

It is important that the work of each council's internal audit function is regularly assessed, and that internal auditors are accountable for their performance.

This will ensure that the internal audit function is making a valuable contribution to the council and allows the audit, risk and improvement committee and the council to understand how the council is performing in

relation to the matters listed in section 428A of the Local Government Act.

It will also ensure that the audit, risk and improvement committee and council can determine whether any changes to the internal audit function are required.

Annual assessment

The audit, risk and improvement committee must review the performance of the internal audit function each year and report its findings to the governing body as part of the committee's annual assessment.

The annual assessment is to ensure that any concerns regarding the operation of the internal audit function and compliance with the International Professional Practices Framework can be dealt with before they are identified in the four-yearly strategic review, by which time their consequences may have escalated.

An annual assessment will also encourage continuous improvement of the council's internal audit activities.

The audit, risk and improvement committee is to determine the nature of this assessment. It could be conducted, for example, via a self-assessment performed by the internal audit coordinator.

More information about the audit, risk and improvement committee's annual assessments is provided under core requirement 1.

Four-yearly strategic assessment

A council's audit, risk and improvement committee is to provide an assessment of the effectiveness of the council's internal audit function to the general manager and governing body in each term of the council, as part of the committee's four-yearly strategic assessment.



This assessment is to occur regardless of whether the council has established an in-house or outsourced internal audit function, as the assessment focuses on how the council has implemented its internal audit function.

As part of the audit, risk and improvement committee's assessment of the council's internal audit function, it should consider:

- the views of an independent external party with strong knowledge of internal audit operation
- the independence of the internal audit function
- whether resourcing is sufficient
- whether the internal audit function complies with the Local Government Regulation and these Guidelines and the International Professional Practices Framework
- the appropriateness of annual and strategic work plans based on the risks facing the council
- progress against key performance indicators
- whether the internal audit function adds value and delivers outcomes for the council, and
- the appropriateness of the internal audit charter.

To ensure the views of the external party consulted are robust, the external party should have:

- strong skills, knowledge and expertise in internal audit
- a working knowledge of the International Professional Practices Framework, and
- no conflicts of interest that may result in bias or a lack of objectivity.

The audit, risk and improvement committee, in consultation with the general manager, is to develop an action plan for the governing body to address any issues identified by the committee in relation to the performance of the internal audit function.

The audit, risk and improvement committee's strategic assessment and action plan is to be discussed with the governing body and general manager at the strategic assurance meeting held each council term.

More information about the audit, risk and improvement committee's strategic assessment is provided under core requirement 1.

Reporting concerns about councillors or council staff

Given the nature of internal audit, there may be times when the internal audit function identifies concerns about the conduct of council staff.

Where the internal audit coordinator has concerns regarding a staff member, they can:

- raise their concerns with the chairperson of the audit, risk and improvement committee (if it relates to the effectiveness of the internal audit function)
- report breaches of the council's code of conduct to the general manager, or by the general manager to the mayor, as required by the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*
- report their concerns through the council's internal reporting policy, complaints handling policy or other associated protocols, and/or
- make a public interest disclosure under the *Public Interest Disclosures Act 2022* to the:
 - Independent Commission Against Corruption (concerning corrupt conduct)
 - NSW Ombudsman (concerning maladministration)
 - NSW Auditor General (concerning serious and substantial waste of public money)
 - Office of Local Government (concerning serious and substantial waste in local government and breaches of pecuniary interest obligations), and/or
 - Information and Privacy Commissioner (concerning government information contraventions).

Annual attestation

Commencing with the 2024-2025 annual report, the general manager will be required under the Local Government Regulation to attest each year in the council's annual report whether the council has complied with the requirements prescribed under the Regulation in relation to its internal audit function.

A template for the attestation is provided in Appendix 1 of these Guidelines.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their internal audit function.

This is not an exhaustive list but provides a useful starting point for councils seeking to better understand internal audit, how it can be used by councils to improve performance, and practical tools, examples and templates to adapt for their own use.

[International Professional Practices Framework \(mandatory guidance\)](#) – **Institute of Internal Auditors (2017)**

Outlines the mandatory requirements for undertaking internal auditing under the International Professional Practices Framework.

Consists of four parts:

- Core Principles for the Professional Practice of Internal Auditing
- Definition of Internal Auditing
- Code of Ethics, and
- International Standards for the Professional Practice of Internal Auditing

[International Professional Practices Framework \(recommended guidance\)](#) – **Institute of Internal Auditors (2017)**

Provides detailed guidance on how to implement the International Professional Practice Framework.

Consists of two parts:

- Implementation Guide – assists an internal audit function to apply the standards and understand how compliance will be measured by the audit, risk and improvement committee, and

- Supplemental Guide (Practice Guides) – provides detailed processes and procedures for the internal audit function.

[How can audit committee members add value?](#) – **PriceWaterhouseCoopers (2011)**

Provides a checklist for measuring the performance of an internal audit function.

[Internal Audit in Australia](#) – **Institute of Internal Auditors Australia (2016)**

Provides an overview of the role of internal audit and the internal audit function, including:

- the different types of work plans that can be used to guide internal audit activity
- the skills, knowledge, experience and qualifications/certifications required of internal auditors
- performing, reporting and monitoring internal audits, and
- how to review the performance of an internal audit function, including performance measures that could be used

[Practice Guide – Talent Management: Recruiting, Developing, Motivating and Retaining Great Team Members](#) – **Institute of Internal Auditors (2015)**

Provides guidance on how to establish an effective internal audit team (for purchase from the Institute of Internal Auditors).

[Quality Assessment Manual for the Internal Audit Activity](#) – **Institute of Internal Auditors (2017)**

Outlines how the performance of council's internal audit function can be assessed both internally and externally against the International Professional Practices Framework.

Implementation

Under the Local Government Act, all councils and joint organisations are required to have appointed an audit, risk and improvement committee by **4 June 2022**.

Councils and joint organisations have until **1 July 2024**, to comply with the requirements prescribed under the Local Government Regulation.

Audit, risk and improvement committees

New committees

Councils and joint organisations are required under section 428A of the Local Government Act to appoint an audit, risk and improvement committee by **4 June 2022**.

Councils and joint organisations that do not have an audit, risk and improvement committee must take immediate steps to appoint a committee or to enter into an arrangement with another council or joint organisation to share a committee.

Existing committees

Councils and joint organisations that already have an audit, risk and improvement committee will already comply with the requirement under the Local Government Act to appoint a committee.

Transitional arrangements

Councils and joint organisations with existing committees have until **1 July 2024** to ensure the membership and operations of their committee comply with the requirements prescribed under the Local Government Regulation.

Risk management framework

Councils and joint organisations have until **1 July 2024** to establish a risk management framework.

Internal audit function

Councils and joint organisations have until **1 July 2024** to establish an internal audit function and to ensure it complies with Local Government Regulation.

Attestation

Commencing with the **2024-2025 annual report**, general managers of councils and executive officers of joint organisations are required to publish an attestation statement each year in the annual report indicating whether, during the preceding financial year, the council's or joint organisation's audit, risk and improvement committee, risk management framework and internal audit function complied with the requirements prescribed in the Local Government Regulation. A template for the attestation statement is provided in Appendix 1 of these Guidelines.

Appendices

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

70

Appendix 1:

Attestation template

Internal audit and risk management attestation statement for the [years] financial year for [council/joint organisation]

I am of the opinion that [council/joint organisation] has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	[Council/joint organisation] has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
2.	The chairperson and all members of [council's/joint organisation's] audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
3.	[Council/joint organisation] has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
4.	[Council/joint organisation] provides the audit, risk and improvement committee with direct and unrestricted access to the [general manager/executive officer] and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
5.	[Council's/joint organisation's] audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant]
6.	[Council's/joint organisation's] audit, risk and improvement committee provides the governing body with an annual assessment each year,	[compliant or non-compliant -

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

72

	and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	include date of last strategic assessment provided]
7.	The governing body of [council/ joint organisation] reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant - include date of last review]

Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
[Councillor/board] member ¹	[name]	[start term date]	[finish term date]

Risk Management

	Requirement	Compliance
8.	[Council/joint organisation] has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the [council's/joint organisation's] risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
9.	[Council's/joint organisation's] audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant - include date of last strategic assessment provided]

Internal Audit

	Requirement	Compliance
10.	[Council/joint organisation] has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
11.	[Council's/joint organisation's] internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
12.	[Council's/joint organisation's] internal audit function is independent and internal audit activities are not subject to direction by the [council/joint	[compliant or non-compliant]

	Requirement	Compliance
	[organisation] (section 216P of the <i>Local Government (General) Regulation 2021</i>).	
13.	[Council/joint organisation] has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
14.	[Council/joint organisation] has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating [council/joint organisation] has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant]
16.	[Council/joint organisation] provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
17.	[Council's/joint organisation's] internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant]
18.	[Council's/joint organisation's] audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant - include date of last strategic assessment provided]

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that [council/joint organisation] has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its [audit, risk and improvement committee/risk management/internal audit processes] (omit where relevant):

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
[requirement]	[description of: <ul style="list-style-type: none"> • why compliance was unreasonable, or • how compliance would have had a significant impact on the council's budget, and • what attempts were made to enter into an agreement with another council or joint organisation to ensure compliance] 	[description of the alternative arrangement to ensure an equivalent outcome to the requirement]	[description of how the alternative measure will achieve an equivalent outcome]

These processes, including the alternative measures implemented, demonstrate that [council/joint organisation] has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within [council/joint organisation].

[signed]

[name and position]

[date]

Appendix 2:

Audit, risk and improvement committee – role and responsibilities

Under section 428A of the Local Government Act, each council (including county councils and joint organisations) must have an audit, risk and improvement committee to independently review and provide advice to the council regarding the following aspects of the council's operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the council, and
- any other matters prescribed by the regulation (i.e. internal audit).

The committee must also provide information to the council for the purpose of improving the council's performance of its functions.

The audit, risk and improvement committee and the council are to agree on the specific activities the committee is to review based on the council's needs, risks and business functions.

The following is a list of activities audit, risk and improvement committees and councils should consider as part of the committee's 'audit', 'risk' and 'improvement' roles based on the requirements of section 428A of the Local Government Act.

This is not an exhaustive list and audit, risk and improvement committees and councils are encouraged to carefully consider the council's business operations, service delivery, financial management processes, internal audit function, external accountability requirements, risk management framework, governance arrangements and integrated planning and reporting framework to maximise the advice and assistance the committee can provide to the council.

Audit

Internal audit

Section 428A(2)(i) of the Local Government Act

Principle

The council has an effective internal audit function and receives maximum value from its internal audit activities.

Committee's role

- Provide overall strategic oversight of internal audit activities.
- Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit.
- Coordinate as far as is practicable, the work programs of internal audit and other assurance and review functions.
- Advise the general manager and governing body of the council:
 - whether the council is providing the resources necessary to successfully deliver the internal audit function
 - if the council is complying with internal audit requirements, including compliance with the International Professional Practices Framework
 - if the council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the council are suitable
 - of the strategic four-year work plan and annual work plan of internal audits to be undertaken by the council's internal audit function
 - if the council's internal audit activities are effective, including the performance of the internal audit coordinator and the internal audit function
 - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised

- of the implementation by the council of the corrective actions
- on the appointment of the internal audit coordinator and external providers, and
- if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities.

External audit

Principle

The council receives maximum value from its external audit activities.

Committee's role

- Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit.
- Coordinate as far as is practicable, the work programs of internal audit and external audit.
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations.
- Provide advice to the governing body and/or general manager on action taken on significant issues raised in relevant external audit reports and better practice guides.

Risk

Compliance framework

Section 428A(2)(a) of the Local Government Act

Principle

The council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and contractual requirements when undertaking its functions.

Committee's role

Advise the general manager and governing body of the council of the adequacy and effectiveness of the council's compliance framework, including:

- if the council has appropriately considered legal and compliance risks as part of the council's risk management framework
- how the council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

Risk management

Section 428A(2)(b) of the Local Government Act

Principle

The council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.

Committee's role

Advise the general manager and governing body of the council on the following:

Risk management framework

- whether the council is providing the resources necessary to successfully implement its risk management framework

- if the council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the council's risk management framework is adequate and effective for identifying and managing the risks the council faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the council has taken steps to embed a culture that is committed to ethical and lawful behaviour
- if there is a positive risk culture within the council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the council's risk management approach impacts on the council's insurance arrangements
- of the effectiveness of the council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal control framework

- if the internal controls in place are appropriate for the risk the council faces
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the council's monitoring and review of controls, including policies and procedures, is sufficient, and

- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

Fraud and corruption control framework

Section 428A(2)(c) of the Local Government Act

Principle

The council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.

Committee's role

Advise the general manager and governing body of the council of the adequacy and effectiveness of the council's fraud and corruption prevention framework and activities, including whether the council has:

- a fraud and corruption policy
- clearly defined responsibilities for managing fraud and corruption
- risk-based preventative and detective controls
- policies, systems and processes to respond to, investigate and report suspected fraud and corruption
- employee awareness/education measures
- robust third-party management systems
- appropriate processes and systems in place to capture and effectively investigate fraud-related information
- regular review of the fraud and corruption control framework and reporting, and
- implemented applicable guidance and other better practice measures by the Independent Commission Against Corruption.

Financial management framework

Section 428A(2)(d) of the Local Government Act

Principle

The council has an effective financial management framework, sustainable financial position and positive financial performance.

Committee's role

Advise the general manager and governing body of the council on the following:

External accountability and financial reporting framework

- if the council is complying with accounting standards and external accountability requirements
- of the appropriateness of the council's accounting policies and disclosures
- of the implications for the council of the findings of external audits and performance audits and the council's responses and implementation of recommendations
- whether the council's financial statement preparation procedures and timelines are sound
- the accuracy of the council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the council's annual report is consistent with signed financial statements.

Financial management framework

- if the council's financial management processes are adequate

- the adequacy of cash management and credit card use policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases.

Financial position and performance

- if policies and procedures for management review and consideration of the financial position and performance of the council are adequate.

Grants and tied funding policies and procedures

- if the council's grants and tied funding policies and procedures are sound.

Governance framework

Section 428A(2)(e) of the Local Government Act

Principle

The council has an effective governance framework to ensure it is appropriately directing and controlling the management of the council.

Committee's role

Advise the governing body and general manager if the council's governance framework is sound, including the council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the Local Government Act 1993

- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

Improvement

Strategic planning

Section 428A(2)(f) of the Local Government Act

Principle

The council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.

Committee's role

Advise the general manager and governing body of the council:

- of the adequacy and effectiveness of the council's IP&R processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

Section 428A(2)(g) and section 428A(3) of the Local Government Act

Principle

The council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.

Committee's role

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW

government agencies, Commonwealth government agencies, insurance bodies).

- Advise the general manager and governing body of the council:
 - if the council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the council can improve its service delivery and the council's performance of its business and functions generally.

Performance data and measurement

Section 428A(2)(h) of the Local Government Act

Principle

The council's performance management framework ensures the council can measure its performance and if it is achieving its strategic goals.

Committee's role

Advise the general manager and governing body of the council:

- if the council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- the performance indicators the council uses are effective, and
- of the adequacy of performance data collection and reporting.

Appendix 3:

Model terms of reference for audit, risk and improvement committees

Model terms of reference for local government audit, risk and improvement committees

[Council/joint organisation] has established an audit, risk and improvement committee in compliance with section 428A of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. These terms of reference set out the committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

The objective of [council's/joint organisation's] audit, risk and improvement committee is to provide independent assurance to [council/joint organisation] by monitoring, reviewing and providing advice about the [council's/joint organisation's] governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Independence

The committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and to provide [council/joint organisation] with robust, objective and unbiased advice and assurance.

The committee is to have an advisory and assurance role only and is to exercise no administrative functions, delegated financial responsibilities or any management functions of the [council/joint organisation]. The committee will provide independent advice to the [council/joint organisation] that is informed by the [council's/joint organisation's] internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.

The committee must always ensure it maintains a direct reporting line to and from the [council's/joint organisation's] internal audit function and act as a mechanism for internal audit to report to the governing body and the [general manager/executive officer] on matters affecting the performance of the internal audit function.

Authority

[Council/joint organisation] authorises the committee, for the purposes of exercising its responsibilities, to:

- access any information it needs from the [council/joint organisation]
- use any [council/joint organisation] resources it needs
- have direct and unrestricted access to the [general manager/executive officer] and senior management of the [council/joint organisation]
- seek the [general manager's/executive officer's] permission to meet with any other [council/joint organisation] staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at committee meetings, and
- obtain external legal or other professional advice in line with councils' procurement policies. [Detail any prior approval needed or pre-determined budget for costs].

Information and documents pertaining to the committee are confidential and are not to be made publicly available. The committee may only release [council/joint organisation] information to external parties that are assisting the committee to fulfil its responsibilities with the approval of the [general manager/executive officer], except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention. [amend if documentation is to be made available to the public].

Composition and tenure

The committee consists of an independent chairperson and [two] independent members who have voting rights and [one non-voting councillor/board member], as required under the *Local Government (General) Regulation 2021*.

The governing body is to appoint the chairperson and members of the committee. Current committee members are:

[name]	Independent chairperson (voting)
[name]	Independent member (voting)
[name]	Independent member (voting)
[name]	[Councillor/board] member (non-voting) (if applicable) [cannot be the mayor]

All committee members must meet the independence and eligibility criteria prescribed under the *Local Government (General) Regulation 2021*.

Members will be appointed for up to a four-year term. Members can be reappointed for one further term, but the total period of continuous membership cannot exceed eight years. This includes any term as chairperson of the committee. Members who have served an eight-year term (either as a member or as chairperson) must have a two-year break from serving on the committee before being appointed again. To preserve the committee's knowledge of the [council/joint organisation], ideally, no more than one member should retire from the committee because of rotation in any one year.

The terms and conditions of each member's appointment to the committee are to be set out in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their responsibilities.

Prior to approving the reappointment or extension of the chairperson's or an independent member's term, the governing body is to undertake an assessment of the chairperson's or committee member's performance. Reappointment of the chairperson or a committee member is also to be subject to that person still meeting the independence and eligibility requirements prescribed under the *Local Government (General) Regulation 2021*.

Members of the committee must possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of the [council/joint organisation], the environment in which the [council/joint organisation] operates, and the contribution that the committee makes to the [council/joint organisation]. At least one member of the committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the [council's/joint organisation's] financial reporting responsibilities to be

able to contribute to the committee's consideration of the [council's/joint organisation's] annual financial statements.

[Add any relevant details about shared arrangements, if applicable].

Role

As required under section 428A of the *Local Government Act 1993* (the Act), the role of the committee is to review and provide independent advice to the [council/joint organisation] regarding the following aspects of the [council's/joint organisation's] operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the [council/joint organisation], and
- internal audit.

The committee must also provide information to the [council/joint organisation] for the purpose of improving the [council's/joint organisation's] performance of its functions.

The committee's specific audit, risk and improvement responsibilities under section 428A of the Act are outlined in Schedule 1 to these terms of reference.

The committee will act as a forum for consideration of the [council's/joint organisation's] internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The committee has no power to direct external audit or the way it is planned and undertaken but will act as a forum for the consideration of external audit findings.

The committee is directly responsible and accountable to the governing body for the exercise of its responsibilities. In carrying out its responsibilities, the committee must at all times recognise that primary responsibility for management of the [council/joint organisation] rests with the governing body and the [general manager/executive officer].

The responsibilities of the committee may be revised or expanded in consultation with, or as requested by, the governing body from time to time.

Responsibilities of members

Independent members

The chairperson and members of the committee are expected to understand and observe the requirements of the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

- act in the best interests of the [council/joint organisation]
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the [council/joint organisation]
- have strong leadership qualities (chairperson)
- lead effective committee meetings (chairperson), and
- oversee the [council's/joint organisation's] internal audit function (chairperson).

[Councillor/board] members (if applicable)

To preserve the independence of the committee, the [councillor/board] member of the committee is a non-voting member. Their role is to:

- relay to the committee any concerns the governing body may have regarding the [council/joint organisation] and issues being considered by the committee
- provide insights into local issues and the strategic priorities of the [council/joint organisation] that would add value to the committee's consideration of agenda items
- advise the governing body (as necessary) of the work of the committee and any issues arising from it, and
- assist the governing body to review the performance of the committee.

Issues or information the councillor member raises with or provides to the committee must relate to the matters listed in Schedule 1 and issues being considered by the committee.

The [councillor/board] member of the committee must conduct themselves in a non-partisan and professional manner. The [councillor/board] member of the committee must not engage in any conduct that seeks to politicise the activities of the committee or the internal audit function or that could be seen to do so.

If the [councillor/board] member of the committee engages in such conduct or in any other conduct that may bring the committee and its work into disrepute, the chairperson of the committee may recommend to the [council/joint organisation], that the [councillor/board] member be removed from membership of the committee. Where the [council/joint organisation] does not agree to the committee chairperson's recommendation, the [council/joint organisation] must give reasons for its decision in writing to the chairperson.

Conduct

Independent committee members are required to comply with the [council's/joint organisation's] code of conduct.

Complaints alleging breaches of the [council's/joint organisation's] code of conduct by an independent committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The [general manager/executive officer] must consult with the governing body before taking any disciplinary action against an independent committee member in response to a breach of the [council's/joint organisation's] code of conduct.

Conflicts of interest

Once a year, committee members must provide written declarations to the [council/joint organisation] stating that they do not have any conflicts of interest that would preclude them from being members of the committee. Independent committee members are 'designated persons' for the purposes of the [council's/joint organisation's] code of conduct and must also complete and submit returns of their interests.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest. Where a committee member or observer declares a pecuniary or a significant non-pecuniary conflict of interest, they must remove themselves from committee deliberations on the issue. Details of conflicts of interest declared at meetings must be appropriately minuted.

Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and [\[current Australian risk management standard\]](#), where applicable.

Work plans

The work of the committee is to be thoroughly planned and executed. The committee must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the committee and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The committee may, in consultation with the governing body, vary the strategic work plan at any time to address new or emerging risks. The governing body may also, by resolution, request the committee to approve a variation to the strategic work plan. Any decision to vary the strategic work plan must be made by the committee.

The committee must also develop an annual work plan to guide its work, and the work of the internal audit function over the forward year.

The committee may, in consultation with the governing body, vary the annual work plan to address new or emerging risks. The governing body may also, by resolution, request the committee to approve a variation to the annual work plan. Any decision to vary the annual work plan must be made by the committee.

When considering whether to vary the strategic or annual work plans, the committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

Assurance reporting

The committee must regularly report to the [\[council/joint organisation\]](#) to ensure that it is kept informed of matters considered by the committee and any emerging issues that may influence the strategic direction of the [\[council/joint organisation\]](#) or the achievement of the [\[council's/joint organisation's\]](#) goals and objectives.

The committee will provide an update to the governing body and the [\[general manager/executive officer\]](#) of its activities and opinions after every committee meeting.

The committee will provide an annual assessment to the governing body and the [\[general manager/executive officer\]](#) on the committee's work and its opinion on how the [\[council/joint organisation\]](#) is performing.

The committee will provide a comprehensive assessment every council term of the matters listed in Schedule 1 to the governing body and the [\[general manager/executive officer\]](#).

The committee may at any time report to the governing body or the [general manager/executive officer] on any other matter it deems of sufficient importance to warrant their attention. The [mayor/chairperson] and the chairperson of the committee may also meet at any time to discuss issues relating to the work of the committee.

Should the governing body require additional information, a request for the information may be made to the chairperson by resolution. The chairperson is only required to provide the information requested by the governing body where the chairperson is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act. Individual [councillors/board members] are not entitled to request or receive information from the committee.

Administrative arrangements

Meetings

The committee will meet at least [number (minimum of 4)] times per year, [including a special meeting to review the [council's/joint organisation's financial statements]].

The committee can hold additional meetings when significant unexpected issues arise, or if the chairperson is asked to hold an additional meeting by a committee member, the [general manager/executive officer] or the governing body.

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted to attend meetings if a committee member cannot attend.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the chairperson has the casting vote.

The chairperson of the committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the committee.

The [mayor/chairperson], [general manager/executive officer] and the [internal audit coordinator] should attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The chairperson can request the [council's/joint organisation's] [chief finance officer or equivalent], [head of risk management function or equivalent], [senior managers or equivalent], any [councillors/board members], any employee/contractor of the council and any subject matter expert to attend committee meetings. Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested. Observers have no voting rights and can be excluded from a meeting by the chairperson at any time.

The committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The committee must meet separately with the [internal audit coordinator] and the [council's/joint organisation's] external auditor at least once each year.

Dispute resolution

Members of the committee and the [council's/joint organisation's] management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the committee and the [general manager/executive officer] or other senior managers, the dispute is to be resolved by the governing body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

Secretariat

The [general manager/executive officer] will nominate a staff member to provide secretariat support to the committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the chairperson at least [number] weeks before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the chairperson and circulated within [agreed timeframe] of the meeting to each member.

Resignation and dismissal of members

Where the chairperson or a committee member is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give [agreed timeframe] notice to the chairperson and the governing body prior to their resignation to allow the [council/joint organisation] to ensure a smooth transition to a new chairperson or committee member.

The governing body can, by resolution, terminate the appointment of the chairperson or an independent committee member before the expiry of their term where that person has:

- breached the council's code of conduct
- performed unsatisfactorily or not to expectations
- declared, or is found to be in, a position of a conflict of interest which is unresolvable
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been charged with a serious criminal offence
- been proven to be in serious breach of their obligations under any legislation, or
- experienced an adverse change in capacity or capability.

The position of a [councillor/board] member on the committee can be terminated at any time by the governing body by resolution.

Review arrangements

At least once every council term, the governing body must review or arrange for an external review of the effectiveness of the committee.

These terms of reference must be reviewed annually by the committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

Further information

For further information on [council's/joint organisation's] audit, risk and improvement committee, contact [name] on [email address] or by phone [phone number].

Reviewed by chairperson of the audit, risk and improvement committee

[signed]

[date]

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

Reviewed by [council/joint organisation] in accordance with a resolution of the governing body.

[signed]

[date]

[resolution reference]

Next review date: [date]

Schedule 1 – Audit, risk and improvement committee responsibilities

[Note: each council/joint organisation is to determine the responsibilities of its committee related to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the committee's terms of reference. Suggested responsibilities are provided below and further detailed in core requirement 1 and Appendix 2 of these Guidelines.]

Audit

Internal audit

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the governing body, [general manager/executive officer], senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise the [council/joint organisation]:
 - on whether the [council/joint organisation] is providing the resources necessary to successfully deliver the internal audit function
 - if the [council/joint organisation] is complying with internal audit requirements, including conformance with the International Professional Practices Framework
 - if the [council's/joint organisation's] internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the [council/joint organisation] are suitable
 - of the strategic four-year work plan and annual work plan of internal audits to be undertaken by the [council's/joint organisation's] internal audit function
 - if the [council's/joint organisation's] internal audit activities are effective, including the performance of the internal audit coordinator and the internal audit function
 - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
 - of the implementation by the [council/joint organisation] of these corrective actions
 - on the appointment of the internal audit coordinator and external providers, and
 - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

- Act as a forum for communication between the governing body, [general manager/executive officer], senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- Provide advice to the governing body and/or [general manager/executive officer] on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk management

Review and advise the [council/joint organisation]:

- if the [council's/joint organisation's] has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the [council/joint organisation] is providing the resources necessary to successfully implement its risk management framework
- whether the [council's/joint organisation's] risk management framework is adequate and effective for identifying and managing the risks the [council/joint organisation] faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the [council/joint organisation] and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the [council's/joint organisation's] risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the [council/joint organisation] has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the [council/joint organisation] and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the [council's/joint organisation's] risk management approach impacts on the [council's/joint organisation's] insurance arrangements
- of the effectiveness of the [council's/joint organisation's] management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise the [council/joint organisation]:

- whether the [council's/joint organisation's] approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the [council/joint organisation] has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the [council's/joint organisation's] monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

Compliance

Review and advise the [council/joint organisation] of the adequacy and effectiveness of the [council's/joint organisation's] compliance framework, including:

- if the [council/joint organisation] has appropriately considered legal and compliance risks as part of the [council's/joint organisation's] risk management framework
- how the [council/joint organisation] manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise the [council/joint organisation] of the adequacy and effectiveness of the [council's/joint organisation's] fraud and corruption prevention framework and activities, including whether the [council/joint organisation] has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise the [council/joint organisation]:

- if the [council/joint organisation] is complying with accounting standards and external accountability requirements
- of the appropriateness of the [council's/joint organisation's] accounting policies and disclosures
- of the implications for the [council/joint organisation] of the findings of external audits and performance audits and the [council's/joint organisation's] responses and implementation of recommendations
- whether the [council's/joint organisation's] financial statement preparation procedures and timelines are sound
- the accuracy of the [council's/joint organisation's] annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the [council's/joint organisation's] annual report is consistent with signed financial statements
- if the [council's/joint organisation's] financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the [council/joint organisation] are adequate
- if the [council's/joint organisation's] grants and tied funding policies and procedures are sound.

Governance

Review and advise the [council/joint organisation] regarding its governance framework, including the [council's/joint organisation's]:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge

Improvement

Strategic planning

Review and advise the [council/joint organisation]:

- of the adequacy and effectiveness of the [council's/joint organisation's] integrated, planning and reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the [council/joint organisation] is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise the [council/joint organisation]:
 - If the [council/joint organisation] has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the [council/joint organisation] can improve its service delivery and the [council's/joint organisation's] performance of its business and functions generally

Performance data and measurement

Review and advise the [council/joint organisation]:

- if the [council/joint organisation] has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the [council/joint organisation] uses are effective, and
- of the adequacy of performance data collection and reporting.

Appendix 4:

Example risk management policy

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

95

Example risk management policy

Purpose

The purpose of this policy is to express [council's/joint organisation's] commitment to implementing organisation-wide risk management principles, systems and processes that ensure the consistent, efficient and effective assessment of risk in all [council's/joint organisation's] planning, decision-making and operational processes.

Risk management framework

[Council/joint organisation] provides critical services and infrastructure to the residents, ratepayers and visitors to [area]. [Council/joint organisation] also has service agreements and contractual obligations with government and non-government agencies and organisations and has its own strategic goals and objectives that it seeks to achieve on behalf of the [area] community.

It is therefore incumbent on [council/joint organisation] to understand the internal and external risks that may impact the delivery of these services, contracts and strategic objectives and have processes in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for [council's/joint organisation's], staff and the community. It is also our responsibility to ensure the efficient, effective and ethical use of resources and services by ratepayers, residents, staff and visitors.

[Council/joint organisation] has developed a risk management framework consistent with [Australian standard] to assist it to identify, treat, monitor and review all risks to its operations and strategic objectives and apply appropriate internal controls.

[Council/joint organisation] is committed to the principles, framework and process of managing risk as outlined in [Australian standard] and commits to fully integrating risk management within the [council/joint organisation] and applying it to all decision-making, functions, services and activities of the [council/joint organisation] in accordance with our statutory requirements.

Responsibilities

[Council/joint organisation] aims to create a positive risk management culture where risk management is integrated into all everyday activities and managing risks is an integral part of governance, good management practice and decision-making at [council/joint organisation]. It is the responsibility of every staff member and business area to observe and implement this policy and [council's/joint organisation's] risk management framework.

All staff are responsible for identifying and managing risk within their work areas. Key responsibilities include:

- being familiar with, and understanding, the principles of risk management
- complying with all policies, procedures and practices relating to risk management
- alerting management to risks that exist within their area, and
- performing any risk management activities assigned to them as part of their daily role.

Risk management is a core responsibility for all senior staff/management at [council/organisation]. In addition to their responsibilities as staff members, senior staff/management are responsible for:

- ensuring all staff manage their risks within their own work areas. Risks should be anticipated, and reasonable protective measures taken
- encouraging openness and honesty in the reporting and escalation of risks
- ensuring all staff have the appropriate capability to perform their risk management roles
- reporting to the [general manager/executive officer] on the status of risks and controls, and
- identifying and communicating improvements in [council's/joint organisation's] risk management practices to [council's/joint organisation's] risk management function.

[Council's/joint organisation's] risk management function is available to support staff in undertaking their risk management activities.

To ensure [council/joint organisation] is effectively managing its risk and complying with its statutory obligations, [council's/joint organisation's] audit, risk and improvement committee and internal audit function is responsible for reviewing the [council's/joint organisation's]:

- risk management processes and procedures
- risk management strategies for major projects or undertakings
- control environment and insurance arrangements
- business continuity planning arrangements, and
- fraud control plan.

Monitoring and Review

[Council/joint organisation] is committed to continually improving its ability to manage risk. [Council/joint organisation] will review this policy and its risk management framework at least annually to ensure it continues to meet the requirements of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021*, and the [council's/joint organisation's] requirements.

Further information

For further information on [council's/joint organisation's] risk management policy, framework and process, contact [name] on [email address] or by phone [phone number].

[signed – General Manager/Executive officer]

[name]

[date]

[review date]

Appendix 5:

Model internal audit charter

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

98

Model internal audit charter for local government

[Council/joint organisation] has established the [name of internal audit function] as a key component of the [council's/joint organisation's] governance and assurance framework, in compliance with the *Local Government (General) Regulation 2021* and the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. This charter provides the framework for the conduct of the [name of internal audit function] in the [council/joint organisation] and has been approved by the governing body taking into account the advice of the [council's/joint organisation's] audit, risk and improvement committee.

Purpose of internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the [council's/joint organisation's] operations. It helps the [council/joint organisation] accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes¹.

Internal audit provides an independent and objective review and advisory service to provide advice to the governing body, [general manager/executive officer] and audit, risk and improvement committee about the [council's/joint organisation's] governance processes, risk management and control frameworks and its external accountability obligations. It also assists the [council/joint organisation] to improve its business performance.

Independence

[Council's/joint organisation's] [name of internal audit function] is to be independent of the [council/joint organisation] so it can provide an unbiased assessment of the [council's/joint organisation's] operations and risk and control activities.

[Name of internal audit function] reports functionally to the [council's/joint organisation's] audit, risk and improvement committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the [general manager/executive officer] to facilitate day-to-day operations. Internal audit activities are not subject to direction by the [council/joint organisation] and the [council's/joint organisation's] management has no role in the exercise of the [council's/joint organisation's] internal audit activities.

The audit, risk and improvement committee is responsible for communicating any internal audit issues or information to the governing body. Should the governing body require additional information, a request for the information may be made to the chairperson by resolution. The chairperson is only required to provide the information requested by the governing body where the chairperson is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act. Individual [councillors/board members] are not entitled to request or receive information from the committee.

¹ As defined by the International Standards for the Professional Practice of Internal Auditing (2017)

[Detail any delegations made by the general manager/executive officer regarding their internal audit responsibilities].

The [general manager/executive officer] must consult with the chairperson of the [council's/joint organisation's] audit, risk and improvement committee before appointing or making decisions affecting the employment of the [internal audit coordinator].

Where the chairperson of the [council's/joint organisation's] audit, risk and improvement committee has any concerns about the treatment of the [internal audit coordinator], or any action taken that may compromise their ability to undertake their functions independently, they can report their concerns to the governing body.

The [internal audit coordinator] is to confirm at least annually to the audit, risk and improvement committee the independence of internal audit activities from the [council/joint organisation].

Authority

[Council/joint organisation] authorises the [name of internal audit function] to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the [internal audit coordinator] considers necessary for the [name of the internal audit function] to undertake its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of those activities. The [internal audit coordinator] and individual internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive when undertaking their work.

All internal audit documentation is to remain the property of [council/joint organisation], including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to the [name of the internal audit function] are not to be made publicly available. The [name of the internal audit function] may only release [council/joint organisation] information to external parties that are assisting the [name of the internal audit function] to undertake its responsibilities with the approval of the [general manager/executive officer], except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Role

The [name of internal audit function] is to support the [council's/joint organisation's] audit, risk and improvement committee to review and provide independent advice to the [council/joint organisation] in accordance with section 428A of the *Local Government Act 1993*. This includes conducting internal audits of [council/joint organisation] and monitoring the implementation of corrective actions.

The [name of internal audit function] is to also play an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

[Name of internal audit function] has no direct authority or responsibility for the activities it reviews. [Name of internal audit function] has no responsibility for developing or implementing procedures or

systems and does not prepare records or engage in [council/joint organisation] functions or activities (except in carrying out its own functions).

[Internal audit coordinator]

Option 1: In-house internal audit function

[Council's/joint organisation's] [name of internal audit function] is to be led by a member of [council's/joint organisation's] staff with sufficient skills, knowledge and experience to ensure it fulfils its role and responsibilities to the [council/joint organisation] and the audit, risk and improvement committee. The [internal audit coordinator] must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the [internal audit coordinator] include:

- managing the day-to-day activities of the [name of internal audit function]
- managing the [council's/joint organisation's] internal audit budget
- supporting the operation of the [council's/joint organisation's] audit, risk and improvement committee
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the audit, risk and improvement committee
- monitoring the [council's/joint organisation's] implementation of corrective actions that arise from the findings of audits
- implementing the audit, risk and improvement committee's annual work plan and four-year strategic work plan
- ensuring the [council's/joint organisation's] internal audit activities comply with the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*, and
- contract management and oversight of supplementary external providers (where appropriate).

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

Option 2: Outsourced internal audit function

[Council's/joint organisation's] [name of internal audit function] is to be led by a member of [council's/joint organisation's] staff with sufficient skills, knowledge and experience to ensure it fulfils its role and responsibilities to the [council/joint organisation] and the audit, risk and improvement committee. The [internal audit coordinator] must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the [internal audit coordinator] include:

- contract management
- managing the internal audit budget
- ensuring the external provider completes internal audits in line with the audit, risk and improvement committee's annual work plan and four-year strategic work plan
- forwarding audit reports by the external provider to the audit, risk and improvement committee
- acting as a liaison between the external provider and the audit, risk and improvement committee
- monitoring the [council's/joint organisation's] implementation of corrective actions that arise from the findings of audits and reporting progress to the audit, risk and improvement committee, and

- assisting the audit, risk and improvement committee to ensure the [council's/joint organisation's] internal audit activities comply with the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*.

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

[Name of internal audit team]

Option 1: In-house internal audit team

Members of the [name of internal audit function] are responsible to the [internal audit coordinator]. Individuals that perform internal audit activities for [council/joint organisation] must have:

- an appropriate level of understanding of the [council's/joint organisation's] culture, systems and processes
- the skills, knowledge and experience necessary to conduct internal audit activities in the [council/joint organisation]
- effective interpersonal and communication skills to ensure they can engage with [council/joint organisation] staff effectively and collaboratively, and
- honesty, integrity and diligence.

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

Option 2: Out-sourced internal audit team

[Council/joint organisation] is to contract an external third-party provider to undertake its internal audit activities. To ensure the independence of the external provider, the [internal audit coordinator] is to ensure the external provider:

- does not conduct any audits on specific [council/joint organisation] operations or areas that they have worked on within the last two years
- is not the same provider conducting the [council's/joint organisation's] external audit
- is not the auditor of any contractors of the [council/joint organisation] that may be subject to the internal audit, and
- can satisfy the requirements of the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*.

The [internal audit coordinator] must consult with the audit, risk and improvement committee and [general manager/executive officer] regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the [council/joint organisation].

[Details of any shared arrangements].

Performing internal audit activities

The work of the [name of internal audit function] is to be thoroughly planned and executed. The [council's/joint organisation's] audit, risk and improvement committee must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the committee and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The committee must also develop an annual work plan to guide the work of the internal audit function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and [current Australian risk management standard].

The [internal audit coordinator] is to provide the findings and recommendations of internal audits to the audit, risk and improvement committee at the end of each audit. Each report is to include a response from the relevant senior manager.

The [internal audit coordinator] is to establish an ongoing monitoring system to follow up [council's/joint organisation's] progress in implementing corrective actions.

The [general manager/executive officer], in consultation with the audit, risk and improvement committee, is to develop and maintain policies and procedures to guide the operation of the [council's/joint organisation's] [name of internal audit function].

The [internal audit coordinator] is to ensure that the audit, risk and improvement committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

Conduct

Internal audit personnel must comply with the [council's/joint organisation's] code of conduct. Complaints about breaches of [council's/joint organisation's] code of conduct by internal audit personnel are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The [general manager/executive officer] must consult with the [council's/joint organisation's] audit, risk and improvement committee before any disciplinary action is taken against the [internal audit coordinator] in response to a breach of the [council's/joint organisation's] code of conduct.

Internal auditors must also comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Administrative arrangements

Audit, risk and improvement committee meetings

The [internal audit coordinator] will attend audit, risk and improvement committee meetings as an independent non-voting observer. The [internal audit coordinator] can be excluded from meetings by the committee at any time.

The [internal audit coordinator] must meet separately with the audit, risk and improvement committee at least once per year.

The [internal audit coordinator] can meet with the chairperson of the audit, risk and improvement committee at any time, as necessary, between committee meetings.

External audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

Dispute resolution

[Name of internal audit function] should maintain an effective working relationship with the [council/joint organisation] and the audit, risk and improvement committee and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the [name of internal audit function] and the [council/joint organisation], the dispute is to be resolved by the [general manager/executive officer] and/or the audit, risk and improvement committee. Disputes between the [name of internal audit function] and the audit, risk and improvement committee are to be resolved by the governing body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

Review arrangements

The [council's/joint organisation's] audit, risk and improvement committee must review the performance of the internal audit function each year and report its findings to the governing body. A strategic review of the performance of the [name of internal audit function] must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit and reported to the [governing body/board].

This charter is to be reviewed annually by the committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

Further information

For further information on [council's/joint organisation's] internal audit activities, contact [name] on [email address] or by phone [phone number].

Reviewed by [internal audit coordinator]

[sign and date]

Reviewed by chairperson of the [council's/joint organisation's] audit, risk and improvement committee

[sign and date]

Reviewed by [general manager/executive officer]

[sign and date]

Reviewed by [council/joint organisation] in accordance with a resolution of the governing body

[sign and date]

[resolution reference]

Schedule 1 – internal audit function responsibilities

[Note: each council/joint organisation is to determine the responsibilities of its internal audit function in relation to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the council's/joint organisation's internal audit charter. Suggested responsibilities are provided below and further detailed in core requirement 3 and Appendix 2 of these Guidelines.]

Audit

Internal audit

- Conduct internal audits as directed by the [council's/joint organisation's] audit, risk and improvement committee.
- Implement the [council's/joint organisation's] annual and four-year strategic internal audit work plans.
- Monitor the implementation by the [council/joint organisation] of corrective actions.
- Assist the [council/joint organisation] to develop and maintain a culture of accountability and integrity.
- Facilitate the integration of risk management into day-to-day business activities and processes.
- Promote a culture of high ethical standards.

External audit

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.
- Review all external plans and reports in respect of planned or completed audits and monitor the [council's/joint organisation's] implementation of audit recommendations.
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

Risk

Risk management

Review and advise:

- if the [council's/joint organisation's] has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the [council's/joint organisation's] risk management framework is adequate and effective for identifying and managing the risks the [council/joint organisation] faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the [council/joint organisation] and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the [council's/joint organisation's] risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations

Guidelines for Risk Management and Internal Audit for Local Government in NSW issued under section 23A of the *Local Government Act 1993*

- if the [council/joint organisation] has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the [council/joint organisation] and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the [council's/joint organisation's] risk management approach impacts on the [council's/joint organisation's] insurance arrangements
- of the effectiveness of the [council's/joint organisation's] management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise:

- whether the [council's/joint organisation's] approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the [council/joint organisation] has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the [council's/joint organisation's] monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

Compliance

Review and advise of the adequacy and effectiveness of the [council's/joint organisation's] compliance framework, including:

- if the [council/joint organisation] has appropriately considered legal and compliance risks as part of the [council's/joint organisation's] risk management framework
- how the [council/joint organisation] manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise of the adequacy and effectiveness of the [council's/joint organisation's] fraud and corruption prevention framework and activities, including whether the [council/joint organisation] has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise:

- if the [council/joint organisation] is complying with accounting standards and external accountability requirements
- of the appropriateness of the [council's/joint organisation's] accounting policies and disclosures

- of the implications for the [council/joint organisation] of the findings of external audits and performance audits and the [council's/joint organisation's] responses and implementation of recommendations
- whether the [council's/joint organisation's] financial statement preparation procedures and timelines are sound
- the accuracy of the [council's/joint organisation's] annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the [council's/joint organisation's] report is consistent with signed financial statements
- if the [council's/joint organisation's] financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the [council/joint organisation] are adequate
- if the [council's/joint organisation's] grants and tied funding policies and procedures are sound.

Governance

Review and advise of the adequacy of the [council/joint organisation] governance framework, including the [council's/joint organisation's]:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

Improvement

Strategic planning

Review and advise:

- of the adequacy and effectiveness of the [council's/joint organisation's] integrated, planning and reporting (IP&R) processes

- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the [council/joint organisation] is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

Review and advise:

- if the [council/joint organisation] has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how the [council/joint organisation] can improve its service delivery and the [council's/joint organisation's] performance of its business and functions generally

Performance data and measurement

Review and advise:

- if the [council/joint organisation] has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the [council/joint organisation] uses are effective, and
- of the adequacy of performance data collection and reporting.



Internal Audit Framework

Version #1

Based on the Office of Local Government's Risk Management & Internal Audit for Local Government in
NSW Guidelines – November 2023



TABLE OF CONTENTS

1. INTRODUCTION	4
2. PURPOSE/ BACKGROUND	5
3. SCOPE	5
4. LEGISLATION	5
FRAMEWORK	
5. GUIDING PRINCIPLES	6
5.1 General.....	6
5.2 Audit, Risk and Improvement Committee (ARIC)	6
5.3 Risk Management.....	6
5.4 Internal Audit	7
5.5 Independence.....	7
5.6 Resourcing	8
5.7 Internal Audit Charter.....	8
5.8 Terms of Reference	8
5.9 Delegation	9
6. STRUCTURE.....	9
6.1 In-House Internal Audit Function.....	10
6.2 Outsourced Internal Function.....	10
6.3 Size and Composition.....	12
6.4 Criteria for ARIC Members.....	12
6.5 Eligibility	13
7. APPOINTMENT.....	15
7.1 Skills Mix	15
7.2 Letter of Appointment	15
7.3 Induction.....	16
8. MEMBERSHIP TERMS	16
8.1 Voting Members.....	16
8.2 Chair	17
8.3 Councillor Member	17
8.4 Reappointment	17
9. RESIGNATION OF COMMITTEE MEMBERS.....	18
10. DISMISSAL OF COMMITTEE MEMBERS	18
10.1 Dismissal Criteria.....	18
10.2 Councillor Member.....	18
11. FEES and CHARGES	18
11.1 Superannuation	19
11.2 Travel	19
12. INSURANCE	19
13. LEARNING and DEVELOPMENT	19
14. CONDUCT	20
15. MEETINGS.....	20
15.1 Proxies	21
15.2 Quorum and Voting.....	21
15.3 Agendas	21
15.4 Papers.....	21
15.5 Minutes.....	21
15.6 Attendance of Observers	22

15.7 Private Meetings	22
16. CONFIDENTIALITY	22
17. SECRETARIAT	22
18. ROLES and RESPONSIBILITIES	23
18.1 Role of Council	23
18.2 Role of the CEO	23
18.3 Role of the Committee as a Whole	24
18.4 Role of the Committee Members	26
18.5 Role of Internal Audit Coordinator and Internal Audit Function	28
18.6 Role of the External Providers	29
18.7 Role of the External Auditors	29
19. SPECIFIC AREAS OF REVIEW	30
19.1 Audit	30
19.2 Risk Management	31
19.3 Improvement	34
20. ANNUAL ATTESTATION	35
21. MONITORING	36
22. ACCESS TO COUNCIL, EMPLOYEES, RESOURCES and INFORMATION	36
22.1 Council Employees	36
22.2 Council Resources and Information	36
22.3 External Advice	37
23. DISPUTES	37
24. WORKPLANS	37
24.1 Strategic Workplan	37
24.2 Annual Workplan	38
24.3 Performance Measure	38
25. PROVIDING ADVICE	39
25.1 Quarterly Updates	39
25.2 Annual Assessment	40
25.3 Annual Assurance Meeting	41
25.4 Strategic Assessment	41
25.5 Annual Strategic Assurance Meeting	43
26. REVIEW OF PERFORMANCE	43
27. INTERNAL AUDIT ACTIVITIES	44
27.1 Performing Internal Audits	44
27.2 Audit Reports	46
27.3 On-going Monitoring	46
27.4 Policies and Procedures	46
28. INTERNAL AUDIT DOCUMENTS	46
29. REPORTING CONCERNS ABOUT COUNCILLORS OR COUNCIL EMPLOYEES	47
30. MONITORING	47
30.1 Accountability	47
30.2 Exemptions	47
21. ASSOCIATED DOCUMENTS, DEFINITIONS AND ACRONYMS	48
32. DOCUMENT CONTROL	49
 Appendix 1 – Further Resources	 50

1. INTRODUCTION

Under Section 428A of Local Government Act 1993, each Council must have an Audit, Risk and Improvement Committee (ARIC or the Committee) to independently review and provide advice to Council regarding the following aspects of Council's operations:

- ▶ Compliance
- ▶ Risk management
- ▶ Fraud control
- ▶ Financial management
- ▶ Governance
- ▶ Implementation of the strategic plan, delivery program and strategies
- ▶ Service reviews
- ▶ Collection of performance measurement data by Council, and
- ▶ Any other matters prescribed by the regulation (i.e. internal audit).

The Local Government Act 1993 (the 'Act'), the Local Government (General) Regulation 2021 (the 'Regulation') and the Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines) require each Council in NSW to have:

- ▶ An ARIC that continuously reviews and provides independent advice to Council on how it is functioning and managing risk;
- ▶ A robust Risk Management Framework that accurately identifies and mitigates the risks facing Council and its operations; and
- ▶ An effective internal audit function that provides independent advice as to whether Council is functioning effectively and Council's internal controls to manage risk are working.

These three (3) mandatory governance mechanisms are key to ensuring that Council is doing things the best they can for their communities and are on track to delivering their community's goals and objectives.

Communities themselves will ultimately be the greatest beneficiaries.

If implemented effectively, ARIC, risk management and internal audit will lead to Council:

- ▶ Achieving their strategic objectives in the most efficient, effective and economical manner;
- ▶ Having better and more efficient levels of service delivery;
- ▶ Having increased accountability and transparency;
- ▶ Achieving better decision-making and having the confidence to make difficult decisions;
- ▶ Having increased financial stability;
- ▶ Achieving and maintaining compliance with all laws, regulations, internal policies and procedures; and
- ▶ Better safeguarding their public assets.

The Committee must also provide information to Council for the purpose of improving Council's performance of its functions.

The ARIC and Council are to agree on the specific activities the Committee is to review based on Council's needs, risks and business functions.

2. PURPOSE / BACKGROUND

This Framework has been developed to assist Murray River Council (MRC) to comply with statutory requirements under the Act and the Regulation.

It also seeks to strengthen risk management and internal audit practices by setting a minimum standard that reflects a 'best practice' approach.

The three core requirements reflect international standards and the recommendations and opinions of internal audit practitioners, Councils, Councillors, ARIC members, risk management practitioners, government agencies, experts and community members.

This Framework is based on the Office of Local Government's Risk Management & Internal Audit for Local Government in NSW Guidelines – November 2023 that replaces the NSW Government's Internal Audit Guidelines for Local Government in NSW issued in 2010.

3. SCOPE

MRC's ARIC has an advisory and assurance role only.

The ARIC will exercise no administrative functions, delegated financial responsibilities or any management functions for Council.

The Committee will provide independent advice to Council that is informed by Council's internal audit and risk management activities and information and advice provided by Council employees, relevant external bodies and other subject matter experts.

4. LEGISLATION

- ▶ Local Government Act 1993 (NSW)
- ▶ Local Government (General) Regulations 2021 (NSW)
- ▶ Government Information (Public Access) Act 2009 (NSW)
- ▶ Public Interest Disclosures Act 1994 (NSW)
- ▶ Superannuation Guarantee (Administration) Act 1992 (CTH)

FRAMEWORK

The Act and the Regulation provide the statutory foundations and prescribe the desired outcomes for the three (3) mandatory governance mechanisms - Council's ARIC, Risk Management Framework and the internal audit function.

The Regulation prescribes the following requirements in relation to the membership and operations of Council's ARIC:

- ▶ Council, must by resolution, appoint an ARIC comprising of a Chair and at least two or more other persons as voting members of the Committee (Section 216 C).
- ▶ The Chair and Independent Members of Council's ARIC must satisfy the independence and eligibility criteria prescribed by the Regulation (Sections 216 D, 216 E and 216 F).
- ▶ Council must not appoint a person to be the Chair or an Independent Member of Council's ARIC unless they satisfy the independence and eligibility criteria.
- ▶ Council may appoint one Councillor as a non-voting member of its ARIC (Section 216 C). A Councillor appointed as a non-voting member of the ARIC should satisfy the eligibility criteria for Councillor members of Committees (Section 216 M).
- ▶ For the purposes of Section 428A (2) (i) of the Act, Council's ARIC are to keep under review internal audit activities (Section 216 M).
- ▶ Council must adopt by resolution, a Terms of Reference for their ARIC that are consistent with the OLG's Model Terms of Reference for Committees approved by the Departmental Chief Executive. (Section 216 K).

- ▶ Council's ARIC must exercise its functions in accordance with the Terms of Reference adopted by Council (Section 216 K).
- ▶ Council must provide their ARIC with such access to the CEO, other senior management of Council and any information and resources of Council as may be necessary for the Committee to exercise its functions (Section 216 L).

5. GUIDING PRINCIPLES

5.1. GENERAL

The guiding principles of Section 8A, 8B and 8C the Act requires MRC to carry out its functions in a way that provides the best possible value for residents and ratepayers.

The guiding principles also specify Council is to:

- ▶ Spend money responsibly and sustainably and align general revenue and expenses;
- ▶ Invest in responsible and sustainable infrastructure for the benefit of the local community;
- ▶ Effectively manage their finances and assets and have sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions and risk management practices;
- ▶ Ensure the current generation, funds the cost of its services and achieves intergenerational equity; and
- ▶ Manage risks to the local community area and/or Council effectively and proactively.

5.2. AUDIT, RISK & IMPROVEMENT COMMITTEE

- ▶ The ARIC is independent of Council;
- ▶ The Committee is equipped with the relevant expertise and has access to Council resources and information necessary to fulfil its role and responsibilities effectively;
- ▶ Council receives relevant and timely advice and assurance from the Committee on the matters listed in Section 428A of the Act;
- ▶ The work of the Committee is thoroughly planned and executed, risk-based and linked to Council's strategic goals;
- ▶ The Committee adds value to Council and is accountable to Council for its performance; and
- ▶ Council is accountable to the community for complying with statutory requirements and this Framework relating to the Committee.

5.3 RISK MANAGEMENT

- ▶ Council must accept responsibility and accountability for risk management in Council;
- ▶ Council has a Risk Management Framework that is appropriate for Murray River Council (MRC) and is regularly monitored and reviewed to ensure it is relevant, effective and is consistent with the accepted Australian risk management standard;
- ▶ Risk management is an integral part of all Council management, operations, functions and activities and it is clear who is responsible for managing each risk;
- ▶ Council supports the development of a positive risk culture;
- ▶ Council regularly review their Risk Management Framework and can flexibly adapt their risk management activities to suit their operations and risk profiles;
- ▶ Council is accountable to the community for complying with its statutory obligation to adopt and maintain a Risk Management Framework; and
- ▶ Council continually adapts and improves the design of its Risk Management Framework and how it is integrated throughout Council to help move to a higher level of risk maturity.

5.4 INTERNAL AUDIT

- ▶ The internal audit function operates independently and with appropriate expertise in a manner that is appropriate for Council and provides an independent unbiased assessment of Council's operations and risk and control activities;
- ▶ The internal audit function has access to all Council information necessary to fulfil its role and responsibilities;
- ▶ The internal audit function is appropriately positioned in Council's Governance Framework to ensure its work complements the work of other internal and external assurance providers;
- ▶ The internal audit function has a comprehensive work plan linked to Council's strategic objectives and current and emerging risks;
- ▶ The ARIC receives relevant and timely advice from the internal audit function to ensure the Committee can fulfil its role and responsibilities;
- ▶ The internal audit function operates in a manner consistent with accepted international standards;
- ▶ The work of the internal audit function is thoroughly planned and executed, risk-based, client-focused and linked to Council's strategic goals;
- ▶ The internal audit function adds value to MRC and is held accountable by the Committee and Council for its performance; and
- ▶ Council is accountable to the community for the effective implementation of its internal audit function.

5.5 INDEPENDENCE

Council must ensure that the Chair and Independent Members of Council's ARIC meet the independence criteria (Section 6.4.1 of this Framework)

Given the need to maintain the independence and objectivity of the internal audit function, the following boundaries are to apply with respect to the role of the internal audit function in relation to Council's Risk Management Framework:

- ▶ It is to be clear that Council management remains responsible for risk management;
- ▶ The internal audit function is to provide advice, challenge and support management's decision-making, as opposed to taking risk management decisions themselves;
- ▶ The internal audit function should not:
 - Manage any of the risks on behalf of Council;
 - Set Council's risk criteria/appetite;
 - Impose risk management processes;
 - Decide or implement risk responses; and/or
 - Be held accountable for risk management activities.

Council has an internal audit function that provides an independent unbiased assessment of Council's operations and risk and control activities.

Council's internal audit function must operate independently of Council and internal audit activities cannot be subject to direction by Council.

To ensure that the internal audit function remains independent from Council management it must have a dual reporting line that reports:

- ▶ Administratively to the CEO or a sufficiently senior role in Council to ensure the internal audit function fulfils its responsibilities; and
- ▶ Functionally to the ARIC.

5.6 RESOURCING

Council and the CEO must ensure that Council's ARIC, risk management and internal audit functions are sufficiently resourced to effectively carry out its work.

To ensure that Council and/or CEO makes informed budgeting decisions, the ARIC is to advise the resources it considers that Council needs to provide to effectively implement its function, the Risk Management Framework and the delivery of internal audit functions, having regard to any budgetary constraints facing Council and Council's operational environment.

The ARIC Chair should be consulted on the resourcing required.

The ARIC's resourcing recommendations are to be minuted by the Committee.

These resources will include the necessary:

- ▶ Human resources (with appropriate skills and experience);
- ▶ Technology, equipment, tools and information management systems;
- ▶ Documented processes and procedures; and
- ▶ Professional development and training.

ARIC's resourcing recommendations are to be minuted by the Committee.

5.7 INTERNAL AUDIT CHARTER

It is important that Council's internal audit function has clear guidance on how it should support the ARIC and Council. The Committee and Council has input into how the internal audit function will operate.

This will ensure there is clarity in the relationships between the ARIC, Council and the Internal Auditor/s and that the performance of the internal audit function can be assessed.

The Regulation (Section 216 O) requires each Council to adopt an Internal Audit Charter to guide how internal audits will be undertaken by Council that is consistent with the approved OLG's Model Internal Audit Charter.

The Internal Audit Charter is to be developed by the ARIC, in consultation with the CEO and the Internal Audit Coordinator (IA Coordinator) and approved by resolution of Council.

Council may include additional provisions in their Internal Audit Charter so long as they are not inconsistent with the approved OLG's Model Internal Audit Charter.

The ARIC is to review Council's Internal Audit Charter annually in consultation with the CEO and the IA Coordinator.

5.8 TERMS OF REFERENCE

It is important that each ARIC has clear guidance on how it should serve Council and that Council has input into how the Committee will operate given its investment.

This will ensure clarity in the relationship between Council and the ARIC and that Council can measure the Committee's performance.

The Regulations (Section 216 K) requires Council's ARIC to operate according to a Terms of Reference that are consistent with the approved OLG's Model Terms of Reference.

The ARIC's Terms of Reference can include additional provisions that are not inconsistent with the approved OLG's Model Terms of Reference or other requirements.

The Terms of Reference are to be approved by resolution of Council and reviewed annually by the ARIC. Additionally the Terms of Reference must be reviewed and readopted once each Council term by Council.

5.9 DELEGATION

The CEO can, in consultation with Council and the ARIC, delegate their functions in relation to the oversight of Council's internal audit function to another role in Council that is sufficiently senior to ensure the internal audit function meets its responsibilities.

In making a delegation, consideration should be given to how the delegation will influence the internal audit function's ability to achieve the Internal Audit Charter considering the:

- ▶ Seniority and expertise of the delegate and demands placed on them by their other roles and responsibilities in Council;
- ▶ Support available to the delegate to successfully execute their delegation in relation to internal audit;
- ▶ Complexity of Council's core business;
- ▶ Risk profile of Council;
- ▶ Expectations of stakeholders; and
- ▶ Likely demands placed on the internal audit function.

6. STRUCTURE

Each Council will have different ARIC requirements depending on the Council's size, needs, budget and the complexity of its operations.

For this reason, Council can either:

- ▶ Establish an ARIC for their exclusive use; or
- ▶ Share their committee with another Council, County Council or Joint Organisation.

For cost and administrative efficiency, Councils may also:

- ▶ Establish an in-house internal audit function comprising of Council employees (supplemented with contractors as may be required); and/or
- ▶ Outsource their internal audit function to an external provider/s – for example, a private sector accounting firm, internal audit firm, internal audit contractor etc.

These options will assist Council:

- ▶ To establish their internal audit function in the most cost-effective way;
- ▶ To source expert internal audit personnel in locations where it may be difficult to recruit staff with the necessary skill set;
- ▶ To access a larger resource pool than would be available to a single Council; and
- ▶ Create efficiencies through common systems, shared knowledge and internal audit tools.

When deciding the most appropriate way to structure Council's internal audit function, the CEO should consider the viability and capacity of a shared internal audit function to achieve Council's Internal Audit Charter given the:

- ▶ Size of the council in terms of both staffing levels and budget;
- ▶ Geographical and functional distribution of Council's operations;
- ▶ Complexity of Council's core business;
- ▶ Risk profile of Council;
- ▶ Expectations of stakeholders; and
- ▶ Likely demands placed on the internal audit function by other Councils in the shared arrangement.

Whatever structure is adopted, the IA Coordinator must:

- ▶ Be a Council employee and cannot be outsourced, other than through a shared arrangement with another Council; and
- ▶ Meet the eligibility and independence criteria for the position.

This is to ensure that Council retains strategic control of the internal audit function and can actively monitor its performance.

Murray River Council has opted for an independent ARIC.

6.1 IN-HOUSE INTERNAL AUDIT FUNCTION

An in-house internal audit function is one where Internal Auditor/s and other staff (where required) are employed by Council to conduct the internal audits and other activities in the ARIC's Annual Plan and four-year Strategic Work Plan.

The advantages of establishing an in-house internal audit function may include:

- ▶ Council retaining ownership of internal audit information;
- ▶ Confidentiality of sensitive information contained in audits;
- ▶ Stronger direction and oversight by Council of the internal audit function with more direct control over the quality of audits conducted;
- ▶ Internal Auditor/s having Council-specific knowledge and experience that delivers better audit results;
- ▶ Greater agility to respond quickly to emerging issues; and
- ▶ The retention of corporate knowledge within Council.

Disadvantages may include:

- ▶ Challenges attracting and retaining suitable staff;
- ▶ Specialist skills may not be available in-house;
- ▶ Reduced flexibility; and
- ▶ The need to provide Council facilities and office space for internal audit personnel.

Councils that establish an in-house internal audit function are not limited to employing staff members and can supplement the internal audit team's work with audits undertaken by external providers where necessary.

6.2 OUTSOURCED INTERNAL AUDIT FUNCTION

Where Council outsources their internal audit function, the internal audits programmed by the ARIC are undertaken by an external provider such as an internal audit or accounting firm, or an individual practitioner.

Contract management is overseen by an employee within Council.

The advantages of using external providers for internal audit activities may include:

- ▶ Flexibility;
- ▶ Access to a wide range of expertise and experience that Council may not otherwise have in-house;
- ▶ Provides a window to better practice methods for smaller Councils they may otherwise find difficult to access;
- ▶ The ability to purchase services as and when required;
- ▶ Can increase internal audit's independence from Council;
- ▶ Overcoming challenges recruiting a head of an internal audit function and internal audit staff; and
- ▶ Potential to negotiate lower fee-for-service costs.

Disadvantages may include:

- ▶ Increased costs;
- ▶ Potential loss of corporate knowledge from Council;
- ▶ Difficulty building and maintaining professional relationships between Council management and external contractors;
- ▶ Reduced oversight and control of internal audit activities;
- ▶ Additional in-house staff time required to source and manage external providers and contracts;
- ▶ The external provider lacking Council specific knowledge ;
- ▶ IA Coordinator is unlikely to be audit trained and may not have the knowledge to ensure audit quality is maintained; and
- ▶ Potential confidentiality breaches.

Given their size, resources, geographical isolation and risk profiles, rural and smaller regional Councils are encouraged, at a minimum, to establish an outsourced internal audit function.

Murray River Council has opted for an outsourced internal audit function.

Chair

The Chair of an ARIC overseeing an outsourced internal audit function is likely to have greater responsibilities than a Chair overseeing an in-house internal audit function. Because the coordinator of an outsourced internal audit function is largely a coordination/administrative role.

The Chair and the Independent Members of the ARIC will do much of the 'heavy lifting' and will be the primary source of advice on the findings and recommendations of audits conducted by the external provider and assurance to Council.

Councils that establish an outsourced internal audit function must ensure that their ARIC has the capacity and capability to undertake this enhanced role.

Internal Audit Coordinator

Compared to the coordinator of an in-house internal audit function which directly conducts or supervises internal audits and provides opinions and recommendations to the ARIC, the IA Coordinator of an outsourced internal audit function will, in practice, primarily be a coordination and administrative role.

External provider/s

It is important that any external provider engaged by Council is independent and can objectively assess and report on the way council operates.

To ensure the independence of an external provider, the IA Coordinator of an outsourced internal audit function must ensure the external provider:

- ▶ Does not conduct any audits on specific Council operations or areas that they have worked on within the last two (2) years;
- ▶ Is not the same auditor conducting Council's external audit;
- ▶ Is not the auditor of any contractors of Council that may be subject to the internal audit; and
- ▶ Can satisfy the requirements in the Guidelines relating to internal audit.

The IA Coordinator of the outsourced internal audit function must also consult with the ARIC and the CEO regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by Council.

6.3 SIZE AND COMPOSITION

Murray River Council is required to have an ARIC that is appropriate for Council's size, risk profile, operational complexity, resources and its ability to attract suitably qualified Independent and Councillor Members.

At a minimum, the ARIC must comprise of the following:

- ▶ An independent Chair who meets the independence criteria and the eligibility criteria for Committee Chairs prescribed by the Regulation (and Section 6.4 and 6.5 of this Framework); and
- ▶ At least two Independent Members who meet the independence criteria and the eligibility criteria for independent Members prescribed by the Regulation (Section 6.4 and 6.5 of this Framework).

Council also has the option of appointing one non-voting Councillor member to their Committee who meets the eligibility criteria for Councillor Members of Committees.

The Mayor cannot be appointed as a Councillor Member of Council's ARIC.

The size and composition requirements of a Committee are the same whether the Committee is established by a Council for its exclusive use or as part of a shared arrangement.

Council can establish larger Committees and appoint more Committee Members than the minimum required should they choose to do so but may only appoint one non-voting Councillor member.

Council is to determine the exact size of the ARIC in consultation with the Chair of the Committee and CEO, taking into account the needs and risk profile of Council and likely workload of the Committee.

6.4 CRITERIA FOR ARIC MEMBERS

6.4.1 INDEPENDENCE

The Chair and all Independent Members of ARIC must be independent to ensure they have no real or perceived bias or conflicts of interest that may interfere with their ability to act independently and can provide Council with robust, objective and unbiased advice about how Council is functioning.

The Chair and Independent Members **must not**:

- ▶ Currently be a Councillor of any NSW Council;
- ▶ Be a non-voting representative of the board of the Joint Organisation;
- ▶ Be a candidate at the last election of Council;
- ▶ Be a person who has held office in Council during its previous term;
- ▶ Be currently employed by Council or Joint Organisation, or been employed during the last 12 months;
- ▶ Conduct audits of Council on behalf of the Audit Office of NSW;
- ▶ Have a close personal or business relationship with a Councillor or a person who has a senior role in Council that may lead to a real or perceived conflict of interest;
- ▶ Currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit and advisory services) to Council which directly affect subjects or issues considered by the ARIC;
- ▶ Be (or have a close family member who is) a substantial shareholder, owner, officer or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with Council or a related entity which could be considered a real or perceived conflict of interest; or
- ▶ Currently or have previously acted as an advocate of a material interest on behalf of Council or a related entity which could be considered a real or perceived conflict of interest.

Current employees of Council may serve as an Independent Member of another Council's ARIC but not as it's Chair.

Current Council employees may only serve on another Council's ARIC if they meet the independence and eligibility criteria for membership of the Committee and their employer is not participating in a shared arrangement with the other Council in relation to the ARIC or the internal audit function.

The CEO will require the approval of Council, under Section 353 of the Act, before they can serve as an Independent Member of another Council's ARIC. Other Council employees will require the approval of the CEO.

Both Council and the CEO must ensure that adequate procedures are in place to preserve the independence of the Chair and Members of the ARIC.

Likewise, the Chair and Independent Members must notify Council and/or the CEO if a real or perceived threat to their independence arises.

6.5 ELIGIBILITY

The person/s appointed as the Chair or an Independent Member of the ARIC must possess the skills, knowledge and experience necessary to undertake their roles on the Committee effectively and to ensure the Committee can operate appropriately and effectively to support Council.

A poorly skilled ARIC may not be able to provide the assurance needed by Council and may lead to sub-optimal outcomes that jeopardise Council's capacity to achieve its strategic objectives.

The following eligibility criteria for the ARIC Chair and Independent Members reflect the minimum standards persons must meet to be appointed as the Chair or Member of Council's ARIC.

Council may require the ARIC Chair and Independent Members to satisfy more onerous eligibility criteria if they choose to do so.

6.5.1 CHAIRS

In addition to meeting the independence requirements specified in Section 6.4.1, the ARIC Chair must satisfy the following minimum eligibility criteria to be appointed as a Chair. Ideally, they will also be able to demonstrate the desirable criteria.

Essential criteria

The ARIC Chair must demonstrate the following:

- ▶ Leadership qualities and the ability to promote effective working relationships in complex organisations;
- ▶ An ability to communicate complex and sensitive assessments in a tactful manner to the IA Coordinator, CEO, senior management and the Mayor and Councillors;
- ▶ A sound understanding of:
 - The principles of good organisational governance and capacity to understand local government accountability, including financial reporting;
 - The business of Council or the environment in which it operates;
 - Internal audit operations, including selection and review of Council's Internal Auditor/s; and
 - Risk management principles.
- ▶ Extensive senior level experience in governance and management of complex organisations, an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest);
- ▶ Functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations;
- ▶ A capacity to form independent judgements and a willingness to constructively challenge/question management practices and information, and

- ▶ A professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of the Chair of an ARIC.

Desirable criteria

Possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)) is desirable.

6.5.2 INDEPENDENT MEMBERS

In addition to meeting the independence requirements specified in Section 6.4.1, Independent Members of an ARIC must satisfy the following eligibility criteria to be appointed as an Independent Member. Ideally, they will also be able to demonstrate the desirable criteria.

Essential criteria

Independent Members of the ARIC must demonstrate the following:

- ▶ An ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest);
- ▶ Functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations;
- ▶ A capacity to form independent judgements and willingness to constructively challenge/question management practices and information;
- ▶ A professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of an Independent Member of an ARIC; and
- ▶ Preparedness to undertake any training on the operation of an ARIC, recommended by the Chair, based on their assessment of the skills, knowledge and experience of the Independent Member.

Desirable criteria

Ideally, Independent Members of the ARIC should also meet the following criteria, but these are not essential:

- ▶ Extensive senior level experience in governance and management of complex organisations; and
- ▶ Possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)).

Criminal record and financial status checks

Council must undertake a criminal record and a financial status (bankruptcy) check of the ARIC Chair and Independent Members before their appointment.

The ARIC Chair and Independent Members must not be undischarged bankrupts or have been charged with or convicted of a serious criminal offence.

6.5.3 COUNCILLOR MEMBERS

To be appointed as a non-voting ARIC member a Councillor must demonstrate the following:

- ▶ An ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest);
- ▶ A good understanding of one or more of the following: risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations;

- ▶ A capacity to form independent judgements and willingness to constructively challenge/question management practices and information;
- ▶ A professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of a Councillor Member of an ARIC; and
- ▶ Preparedness to undertake any training on the operation of an ARIC, recommended by the Chair, based on their assessment of the skills, knowledge and experience of Councillor Member.

The Mayor cannot be appointed as a Councillor member of Council's ARIC.

7. APPOINTMENT

The ARIC Chair and Independent Members are appointed by a resolution of Council.

Council should first appoint the ARIC Chair, who is to then assist in the selection and appointment of the other Independent Members.

7.1 SKILLS MIX

When selecting individual ARIC members, Council should ensure the Committee has the appropriate mix of skills, knowledge and experience necessary to successfully implement its Terms of Reference and add value to Council.

The ARIC should have:

- ▶ At least one member with financial expertise (for example, a qualified Accountant or Auditor or other financial professional with experience of financial and accounting matters); and
- ▶ A mix of skills and experience in:
 - Business
 - Financial and legal compliance
 - Risk management, and
 - Internal audit, and
 - Any specialised business operations of Council, where the Committee would benefit from having a member with skills or experience in this area (for example, IT skills or experience where IT systems have an important role in Council's business).

All ARIC members should have sufficient understanding of Council's financial reporting responsibilities to be able to contribute to the Committee's consideration of the annual financial statements.

Each Independent Member should also have sufficient time to devote to their responsibilities as an ARIC member.

Where possible, Council should ensure that at least one other ARIC member is also qualified to act as the Chair if this is ever required.

7.2 LETTER OF APPOINTMENT

The appointment of the Chair and Independent Members of the ARIC is to be formalised in an official letter of appointment signed by the Mayor.

The letter of appointment should set out the terms and conditions of the appointment including:

- ▶ Duration of appointment;
- ▶ Role and responsibilities;
- ▶ Timing and location of meetings;
- ▶ Time commitment;
- ▶ Remuneration;

- ▶ The management of conflicts of interest;
- ▶ Confidentiality;
- ▶ Performance appraisal; and
- ▶ Termination of appointment.

7.3 INDUCTION

Induction of all new ARIC members is vital to ensure they 'hit the ground running' in their role.

The Chair is to provide a thorough induction to each new member of the ARIC to ensure they understand:

- ▶ The Committee's role, responsibilities and Terms of Reference;
- ▶ The business, operations, culture, risks and controls of Council; and
- ▶ The expectations of Council about their responsibilities and performance.

This will include providing new members with any background information or documentation necessary to ensure they understand the work of the ARIC. It may also be appropriate for more detailed information or presentations to be provided from various senior staff to assist the new member to understand the operations of Council and any key challenges.

New ARIC members also have an obligation to ensure that they have an appropriate understanding of Council, including its:

- ▶ Operations, functions, service delivery
- ▶ Key areas of risk
- ▶ Internal controls, and
- ▶ Financial reporting systems.

The Mayor, CEO and existing Chair (where appropriate) will induct a new Chair.

8. MEMBERSHIP TERMS

8.1 VOTING MEMBERS

To ensure the ARIC continues to offer new perspectives and remains independent, it is important that Independent Members are rotated periodically to maintain a fresh approach and avoid any perceptions of bias or conflicts of interest.

Council is to ensure that the Chair and Independent Members serve the following time-limited terms, Under Section 216 G of the Regulation, to facilitate a rotation of knowledge and perspectives.

The initial term of membership on an ARIC is to be not more than four (4) years.

ARIC members can be reappointed for a further term, of up to four (4) years, but the total period of continuous membership on the Committee cannot exceed eight (8) years (two terms). This includes any term as Chair of the Committee.

Chairs or Independent Members who have served an eight (8) year term must have a two (2) year break from serving on the Murray River Council's ARIC before being eligible to be appointed to Council's ARIC again.

Care is to be taken to ensure that membership renewal dates are staggered so knowledge of Council's operations, financial reporting structure and other important aspects are not lost to the ARIC when members change.

Ideally, no more than one (1) member should leave the Committee because of rotation in any one year.

Exemptions

If Council is unable to replace the Chair or Independent Members of its ARIC when their maximum term limit has been reached, Council can seek the approval of the Departmental Chief Executive to extend their term or to reappoint the Chair or Independent Member for a further term. (see section 216G of the Regulation)

Council's request must:

- ▶ Be in writing
- ▶ Describe the efforts Council has made to appoint a different member, and
- ▶ Explain why Council has been unsuccessful.

Exemptions will only be granted in exceptional circumstances.

8.2 CHAIR

To ensure that the Committee maintains a fresh approach, the initial term of a Chair of an ARIC on any one ARIC is four (4) years (one term).

The Chair can be reappointed as Chair for up to one (1) further term, but the total period served by a Chair on the same Committee cannot exceed eight (8) years (two terms).

Where the Chair's term expires and another Chair is appointed, it is the responsibility of the outgoing Chair to ensure the incoming Chair is fully briefed on the ongoing work of the ARIC.

This includes advising the incoming Chair of:

- ▶ Any activity that may be relevant to the ongoing functioning of the Committee, and
- ▶ Any outstanding matters of high risk to Council and outstanding audit recommendations.

8.3 COUNCILLOR MEMBERS

The initial term of a Councillor member of an ARIC is four (4) years, coinciding with the term of Council.

Councillor Member can be reappointed for another term (i.e. four-years), if re-elected at Council's next ordinary election, but the total period of continuous membership on the Committee cannot exceed eight (8) years (two terms).

Councillor Member is to be appointed by Council at the first meeting of Council after the ordinary election.

Councillor Member's term ends at the end of Council term.

8.4 REAPPOINTMENT

Prior to approving the reappointment or extension of the Chair or an Independent Member's term, Council must undertake an assessment of the Chair's, Independent and Councillor Member's performance.

Council may engage an external reviewer to undertake this assessment if they choose.

In undertaking the assessment, Council, or any person appointed to undertake the assessment on behalf of Council, must consult with and consider the views of the Chair (in the case of the reappointment or extension of the term of Independent and/or Councillor Member other than the Chair), the CEO and any Councillor Member of the Committee.

Council, or any person appointed to undertake the assessment on behalf of Council, should also consider whether the person's skills, knowledge and experience align with Council's requirements, as set out in the Committee's Terms of Reference and four (4) year Strategic Workplan (Section 24 of this Framework), to ensure that they continue to add value to the Committee.

The reappointment of the Chair, Independent and/or Councillor Member is also subject to that person still meeting independence and eligibility requirements.

9. RESIGNATION OF COMMITTEE MEMBERS

Where the Chair or an Independent Member of an ARIC is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give sufficient notice to the Chair (in the case of a Committee Member) and Council (in the case of the Chair) prior to their resignation to enable Council to ensure a smooth transition to a new Independent Member or Chair.

The notice period would ideally be a minimum of two (2) months.

An Independent Member of the ARIC should have the opportunity to have an exit meeting with the Chair to discuss their reason for leaving and to provide feedback on their experience serving on the Committee as well as any other issues.

A resigning Chair should have the opportunity to have an exit meeting with the Mayor and CEO (if appropriate).

10. DISMISSAL OF COMMITTEE MEMBERS

The Council can terminate the appointment of the Chair and any member of the ARIC by resolution before the expiry of their terms under certain circumstances.

The dismissal of the Chair or an Independent Member of a Committee is to be reported to the Office of Local Government within 28 days. (Section 216 H of [the Regulation](#)).

10.1 DISMISSAL CRITERIA

The Chair or an Independent Member of the ARIC can be dismissed by Council before the expiry of their term where they have:

- ▶ Breached Council's Code of Conduct;
- ▶ Performed unsatisfactorily or not to expectations;
- ▶ Declared, or are found to be in, a position of a conflict of interest which is unresolvable;
- ▶ Been declared bankrupt or are found to be insolvent;
- ▶ Experienced an adverse change in business status;
- ▶ Been charged with a serious criminal offence;
- ▶ Been proven to be in serious breach of their obligations under any legislation; or
- ▶ Experienced an adverse change in capacity or capability.

10.2 COUNCILLOR MEMBERS

The appointment of a Councillor Member to an ARIC can be terminated at any time by Council by resolution.

11. FEES AND ALLOWANCES

The fees Council pays to the Chair and Independent Members of its ARIC are to be agreed between Council and the Chair or Independent Member and reflect the time, commitment and responsibility involved in serving on the Committee.

It is recommended that the fees paid to ARIC voting members is based on the same principles as those paid to the Councillors but paid on a per meeting basis.

That the payment be based on the [Local Government Remuneration Tribunal's Determination](#) and adjusted for payments made after the 1st July annually.

That the remuneration payment for each meeting be calculated as follows:

- ▶ The Chair is remunerated up to the amount equivalent to the standard monthly payment for a Murray River Council Councillor for each meeting attended.
- ▶ The Independent Members are remunerated up to the amount equivalent to 75% of the standard monthly payment for a Murray River Council Councillor for each meeting attended.

Chairs and Independent Members can serve on the ARIC on a voluntary basis if they choose to.

11.1 SUPERANNUATION

Council is obliged under the Superannuation Guarantee (Administration) Act 1992 to make compulsory superannuation guarantee contributions on behalf of the ARIC Chair and Independent Members, where they are remunerated.

11.2 TRAVEL

Council **will not** provide overseas travel for members of the Committee.

Travel to attend ARIC meeting will be paid.

Allowance for the use of a private vehicle will be reimbursed by kilometre at the rate paid to Councillors.

Details of any claim for travel should be invoiced to Council – including date, distance and the purpose of the travel being claimed – valid receipts (not EFPOS) should be attached where relevant.

Council will not pay any traffic or parking infringements.

12. INSURANCE

Section 382 of the Act, states that Council must make arrangement for its adequate insurance against public and professional liability. The Public and Professional Liability Policy, held by Council, indicates that members of any Committee established by Council under the Act or any other enabling legislation are covered.

Insurance protection is only provided if a claim arise out of or in connection with the Chair or Independent Member's performance of his/her ARIC duties, or when exercising the functions as a member. All insurances are subject to any limitation or conditions as set out in the Policy.

13. LEARNING AND DEVELOPMENT

The Chair and Independent Members are encouraged to keep informed of current developments and to maintain and develop the skills, knowledge and capabilities necessary to exercise their functions effectively.

Several professional development networks and programs are available, for example, through organisations such as:

- ▶ The Institute of Internal Auditors
- ▶ The Australian Institute of Company Directors
- ▶ Chartered Accountants Australia and New Zealand
- ▶ The Actuaries Institute, and the
- ▶ Local Government Professionals Association.

The Chair and Independent Members are also encouraged to serve on more than one local government Committee to extend the breadth of their experience and understanding of Councils and their operations and risks.

Attendance at conferences, professional development, or travel for ARIC business by the Chair or Independent Members is to be approved in advance by the CEO.

The application must be in writing and outline:

- ▶ Details of the proposed professional development;
- ▶ Relevance of the topics and presenters to current Council and ARIC priorities and business and the exercise of Committee duties;
- ▶ Cost of the conference or seminar; and
- ▶ Available budget.

Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at training, conferences or seminars preapproved by Council. Council will also meet the reasonable costs of meals when they are not included in the conference fees.

Accommodation and any other costs incurred will be booked by Council.

When such costs are paid by Council and the ARIC member does not attend the conference or seminar, then the individual shall be personally liable to repay all amount paid by Council.

The Councillor member should have ARIC matters listed in their professional development plan.

Preference will be given to on-line training activities.

14. CONDUCT

ARIC members are required to observe the same ethical and behavioural standards as other Council officials and must comply with Council's Code of Conduct (Committees) Policy and the Code of Conduct Procedures (collectively the Code of Conduct).

As required under Council's Code of Conduct, ARIC members must declare and appropriately manage any conflicts of interest they may have in matters being dealt with by the Committee.

Declarations of conflicts of interest and the actions taken to manage them must be recorded in the minutes of meetings.

Council has identify the Chair and Independent Members of their ARIC as 'designated persons' for the purposes of Council's Code of Conduct which requires them to complete and submit returns of interests.

Complaints in regard to breaches of Council's Code of Conduct by ARIC members are to be dealt with in accordance with the Murray River Council's Code of Conduct Procedures (the Procedures).

Under the Procedures, the CEO is responsible for managing Code of Conduct complaints about the Chair and Independent Members of the ARIC. However, as a safeguard, the CEO should consult with Council before taking disciplinary action under the Procedures against the Chair or an Independent Member of Council's ARIC.

15. MEETINGS

The ARIC must meet at least quarterly over the course of each year. (Section 216 J of the Regulation)

The ARIC Chair is to decide the frequency and timing of the Committee's meetings and plan them annually in advance to ensure the availability of all members and observers.

Generally, meetings should correspond with major phases of Council's financial reporting, external audit and internal audit cycles.

ARIC meetings should also correspond with meetings of Council and allow sufficient time between ARIC meetings and Council meetings for the Committee to action any items and prepare any reports that are to be provided to Council at the Council meeting.

ARIC meetings can be held in person, by telephone or videoconference.

Special meetings may be held, if needed, to review Council's Financial Statements prior to them being submitted to Council, or to consider the ARIC's annual or four-yearly assessments.

The ARIC can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a Committee Member or the CEO.

Council can also resolve to request the ARIC to hold an additional meeting.

Where such a request is made, the Chair can decide whether the additional meeting is required, taking into consideration the issues that Council has requested the ARIC to consider at the meeting.

The ARIC may meet up to a total of six (6) times per financial year without the need to seek permission from the Mayor to hold additional meetings.

The Chair and the Independent Members have an obligation to make every endeavour to attend all the Committee meetings – either in person or by video link.

Committee members that are aware, in advance, that they cannot attend a scheduled meeting, either in person or by video link, they should apply for a leave of absence.

If a Committee member fails to attend two (2) consecutive meetings without a leave of absence or submitting an apology for a meeting, the elected Council can, by resolution, dismiss the Committee member.

A meeting between the Chair and the Committee member should be held to discuss the non-compliance with the Framework, prior to any action taken.

15.1 PROXIES

As ARIC members are appointed on the basis of their skills, knowledge and personal qualities, proxies are not permitted to attend meetings on behalf of members who are unable to attend.

15.2 QUORUM AND VOTING

A quorum consists of a majority of ARIC voting members.

Where the vote is tied, the Chair has the casting vote.

15.3 AGENDA

Forward agenda

The Chair should prepare a 12-month forward meeting agenda to ensure that the ARIC covers all its responsibilities at the appropriate time of the year.

The forward agenda will set out, at the appropriate meeting, the various internal and external audit reports and management responses to be tabled and discussed.

It will also allocate appropriate time for a review of the progress of the internal audit function against the Annual Workplan, and to follow-up the implementation of corrective actions.

Meeting agenda

The ARIC Chair is to determine the agenda for each Committee meeting.

It is recommended that the Chair consult with other Committee Members, the CEO, IA Coordinator and External Auditor prior to setting the agenda so that any urgent issues or risks that arise can be included.

15.4 PAPERS

Meeting papers, for consideration at a Committee meeting, should be distributed, wherever possible, five (5) working days prior to the scheduled meeting date.

15.5 MINUTES

Each ARIC meeting must be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

ARIC meeting minutes must:

- ▶ Include a record of attendance;
- ▶ Cover each agenda item and document the discussion held and the outcome of discussions, including any recommendations, action points and/or allocation of tasks to relevant people;
- ▶ Be approved by the Chair before circulation;
- ▶ Be provided to Committee Members, Council, the CEO, the IA Coordinator and External Auditor;

- ▶ Be provided soon after the meeting date to ensure relevant persons are made aware of any significant issues discussed at the meeting that need to be dealt with. The exact time period is to be determined by the Committee and the CEO.

The minutes must be confirmed as an accurate record of the meeting at the next meeting of the ARIC.

If any important details have been incorrectly recorded or omitted, they can be discussed and the minutes amended, prior to confirmation at a subsequent meeting.

After the minutes are confirmed as an accurate record of the meeting, they must be signed by the Chair.

All ARIC members and observers should receive a copy of the minutes of all meetings.

15.6 ATTENDANCE OF OBSERVERS

Due to the potentially sensitive nature of the issues to be discussed, ARIC meetings should not be open to the public.

In addition to ARIC members, the CEO and the IA Coordinator should attend Committee meetings as non-voting observers.

The NSW Auditor-General, as Council's External Auditor, or their representative, is to be invited to each Committee meeting as an independent non-voting observer and can choose whether to attend.

The ARIC Chair can request the following people to attend a Committee meeting or to meet with the Committee to provide additional information relevant to its role:

- ▶ Council's Chief Financial Officer (or equivalent) given their knowledge of, and responsibility for, Council's financial management;
- ▶ The head of Council's risk management function;
- ▶ Senior managers
- ▶ Any Councillor
- ▶ Any employee or contractor of Council (with the CEO's permission), and/or
- ▶ Any external independent expert or external party whose advice is needed (subject to confidentiality considerations).

These persons must attend meetings where requested and must, as far as is practicable, provide the information requested.

Observers have no voting rights at ARIC meetings and can be excluded from a meeting by the Chair of the Committee at any time where necessary.

15.7 PRIVATE MEETINGS

The ARIC can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the Committee present.

In addition to attending ARIC meetings, the Committee can meet privately at any time with the IA Coordinator and/or External Auditor without the CEO present.

16. CONFIDENTIALITY

It is at the discretion of Council to decide whether ARIC agendas, business papers, minutes and other reports are made publicly available.

Given its potential sensitivity, it is recommended that all information pertaining to the ARIC and internal audit activities is treated as confidential unless otherwise determined by the Committee or a resolution of Council.

Council and the ARIC should also consider the guiding principles of the Government Information (Public Access) Act 2009 and whether it is in the public interest to proactively disclose or release information and whether there is an overriding public interest against doing so.

17. SECRETARIAT

The CEO is to appoint a Council employee/s to provide secretariat support to the ARIC.

The main functions of this role are:

- ▶ Liaising with the Chair to prepare agendas for ARIC meetings;
- ▶ Ensure that Committee papers are of an appropriate standard and provided with enough time to allow appropriate review and consideration;
- ▶ Recording minutes of meetings;
- ▶ Providing assistance to the Chair in arranging meetings and Council site visits;
- ▶ Supporting the Chair to prepare reports for Council;
- ▶ Arranging appropriate meeting facilities and equipment;
- ▶ Keeping members informed of developments affecting Council that may relate to the work of the Committee;
- ▶ Maintaining a record of when member's terms of appointment are due for renewal or termination;
- ▶ Ensuring new members receive appropriate induction; and
- ▶ Managing expenditures relating to the Committee.

18. ROLES AND RESPONSIBILITIES

The exact nature of each ARIC's role and the specific activities it reviews on behalf of Council under Section 428A of the Act will vary depending on Council's needs, risks and business functions.

These activities are to be agreed between the ARIC and Council during the development of the Committee's Terms of Reference.

18.1 ROLE OF COUNCIL

Section 223 of the Act provides that the role and responsibilities of Council include:

- ▶ Directing and controlling the affairs of Council in accordance with the Act;
- ▶ Ensuring, as far as possible, the financial sustainability of Council;
- ▶ Ensuring, as far as possible, that Council complies with the guiding principles of the Act;
- ▶ Keeping the performance of Council under review;
- ▶ Making the decisions necessary to ensure Council properly exercises its regulatory functions;
- ▶ Being responsible for ensuring that Council acts honestly, efficiently and appropriately.
- ▶ Establishing the foundational elements of Council's Risk Management Framework and setting the 'tone at the top'; and
- ▶ Council's risk criteria/appetite is to be approved in consultation with the ARIC.

18.2 ROLE OF THE CEO

A key role of the ARIC is to act as an independent source of advice and opinion to both Council and the CEO and to act as a forum for the resolution of any disagreements between Council and internal audit function.

The CEO, in turn, also has a key role in supporting the work and effectiveness of the ARIC.

To be effective, the ARIC needs to maintain a positive working relationship with the CEO (and vice versa) and view them as a valuable source of advice and information about Council and its operations.

The ARIC Chair should meet regularly with the CEO to discuss key issues and review performance.

Section 335 of the Act provides that the CEO is responsible for:

- ▶ Conducting the day-to-day management of MRC in accordance with the strategic plans, programs, strategies and policies of Council – this includes establishing Council’s organisational structure and appointing and dismissing Council employees (Section 332);
- ▶ Implementing, without undue delay, the lawful decisions of Council;
- ▶ Advising Council on the development and implementation of MRC’s plans, programs, strategies and policies; and
- ▶ Ensuring that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.
 - Advising Council on the resources required for the effective functioning of the internal audit function;
 - Ensuring appropriate administrative support is provided to support the work of the internal audit function - for example, access to Council’s human resources networks, payroll, work health and safety, office facilities and resources, Council information etc;
 - Ensuring that the internal audit function is appropriately positioned within Council to work with external bodies and internal business units and to fulfil its role and responsibilities;
 - Ensuring the internal audit function complies with the International Professional Practices Framework;
 - Overseeing Council’s Risk Management Framework and ensuring it is effectively communicated, implemented and reviewed regularly;
 - Promoting and championing a positive risk culture; and
 - Approving Council’s implementation of corrective actions recommended by Council’s internal audit function, external audit and ARIC.

Sections 209 and 216 of the Regulations also requires the CEO to ensure that:

- ▶ Council complies with all legal financial obligations, including the keeping of accounting records;
- ▶ Effective measures are taken to secure the effective, efficient and economical management of financial operations within each division of Council’s administration;
- ▶ Authorised and recorded procedures are established to provide effective control over Council’s assets, liabilities, revenue and expenditure and secure the accuracy of the accounting records; and
- ▶ Lines of authority and the responsibilities of members of MRC’s employees for related tasks are clearly defined; and
- ▶ Annually attesting, on behalf of Council, that Council is complying with the Regulation in relation to internal audit.

The CEO has no role in the performance of the internal audit function, including the conduct of internal audits, the audit techniques used and the reporting of internal audit findings to the ARIC.

18.3 ROLE OF COMMITTEE AS A WHOLE

18.3.1 GENERAL

Section 428A of the Act requires Council to establish an ARIC to continuously review and provide independent advice to the CEO and Council on:

- ▶ Whether Council is complying with all necessary legislation, regulations and other legal requirements;
- ▶ The adequacy and effectiveness of Council’s Risk Management Framework, fraud and corruption prevention activities, financial management processes, and Council’s financial position and performance;

- ▶ Council's governance arrangements;
- ▶ The achievement by Council of the goals set out in Council's Community Strategic Plan, Delivery Program, Operational Plan and other strategies;
- ▶ How Council delivers services and how it could improve the performance of its functions more generally;
- ▶ The collection of performance measurement data by Council; and
- ▶ Any other matters, including internal audit functions, prescribed by the Regulation.

The Regulation prescribes the following requirements in relation to the membership and operations of Council's ARIC.

- ▶ Council must by resolution appoint an ARIC comprising of a Chair and at least two or more other persons as voting members (Known as Independent Members) of the Committee (Section 216 C).
- ▶ The Chair and the Independent Members of Council's ARIC must satisfy the independence and eligibility criteria prescribed by the Regulation (Sections 216 D, 216 E and 216 F).
- ▶ Council must not appoint a person to be the Chair or an Independent Member of Council's ARIC unless they satisfy the independence and eligibility criteria prescribed by the Regulation and specified in Section 6,4 and 6.5 of this Framework.
- ▶ Council may appoint one Councillor as a non-voting member of its ARIC (Section 216 C). Councillors appointed as a non-voting member of the ARIC should satisfy the eligibility criteria for Councillor members of the Committee.
- ▶ Council must adopt by resolution, Terms of Reference for their ARIC's and must consider the OLG's Model Terms of Reference for Committees approved by the Departmental Chief Executive contained in the Guidelines when doing so (Section 216 K).
- ▶ Council's ARIC must exercise its functions in accordance with the Terms of Reference adopted by the Council (Section 216 K).
- ▶ Council must provide their ARIC with such access to the CEO and other senior management of MRC and any information and resources of Council as may be necessary for the Committee to exercise its functions (Section 216 L).
- ▶ It is expected that each ARIC will provide independent advice to Council that is informed by Council's internal audit and risk management activities and information and advice provided by council employees, relevant external bodies and other subject matter experts.

18.3.2 RISK MANAGEMENT

An ARIC's role in relation to risk management is to support Council and CEO and to ensure that Council's Risk Management Framework is appropriate, operationally effective and provide advice to Council on its operation and efficacy (Section 216 S).

The breadth and depth of this assurance role is to be determined by Council and the ARIC and could include:

- ▶ Assessing whether risks at all levels are identified, assessed and reviewed regularly by Council;
- ▶ Being involved in the regular review of Council's Risk Register;
- ▶ Reviewing the integration of risk management into business planning and program implementation activities, and/or
- ▶ Providing assurance in relation to the management of risk or governance arrangements on individual projects, programs or activities.

18.3.3 INTERNAL AUDIT

Under the Regulation (Section 216 M, 216 P & 216 R), the ARIC exercises functional oversight of a Council's internal audit function to ensure it operates independently from Council.

This means that the ARIC is responsible for:

- ▶ assisting Council to identify the resources necessary for the effective functioning of the internal audit function;
- ▶ Setting the Annual Plan and four-year Strategic Workplan for the internal audit function, including the audits that will be completed;
- ▶ Assessing the findings and recommendations of completed audits and providing the Committee's advice and opinion on issues raised to the CEO and Council;
- ▶ Developing the Internal Audit Charter that will guide the work of the internal audit function and how it operates; and
- ▶ Reviewing the performance of the internal audit function.

The Regulation (Section 216M) also requires Council's ARIC to review and provide advice on Council's internal audit activities.

The ARIC's role also extends to any entities established by or operated by Council.

The exact nature of each ARIC's role and the specific activities it reviews on behalf of Council under Section 428A of the Act will vary depending on Council's needs, risks and business functions.

These activities are to be agreed between the ARIC and Council during the development of the Committee's Terms of Reference.

The Regulation prescribes the following requirements in relation to internal audit:

- ▶ Council's internal audit functions must operate in accordance with the requirements specified in this Framework;
- ▶ Council must adopt by resolution, an Internal Audit Charter that is consistent with the OLG's Model Internal Audit Charter approved by the Departmental Chief Executive;
- ▶ Council's internal audit function must be undertaken in accordance with the Internal Audit Charter adopted by Council;
- ▶ Council's internal audit activities are to be undertaken under the oversight and direction of Council's ARIC;
- ▶ An employee appointed by the CEO to direct and coordinate internal audit activities is to report to the ARIC on those activities;
- ▶ An employee of Council appointed to direct and coordinate internal audit activities is not to be subject to direction in the performance of internal audit activities by anyone other than the ARIC;
- ▶ All internal audit personnel must have direct and unrestricted access to Council employees, the ARIC and Council information and resources necessary to undertake their role and responsibilities;
- ▶ The CEO must consult with the Chair of Council's ARIC on any decision affecting the employment of the employee appointed to direct and coordinate Council's internal audit activities and must consider the Chair's views before making the decision; and
- ▶ The ARIC must review the performance and efficacy of Council's internal audit activities once in each term of Council and report to Council on the outcome of its review and make recommendations.

18.4 ROLE OF COMMITTEE MEMBERS

18.4.1 CHAIR

The position of the Chair of an ARIC is pivotal to the Committee's effectiveness and is the focal point for the Committee's relationship with Council, the internal audit function and External Auditor.

The Chair acts as the interface between the ARIC and the CEO and other staff, Council, the External Auditor and the internal audit function.

Any individual ARIC member who wishes to meet with the CEO or Council to discuss any issues relating to the Committee's responsibilities is to do so through the Chair of the Committee, and vice versa.

To be successful in their role, a Chair must:

- › Have strong leadership qualities;
- › Have the personal courage to raise and deal with tough issues and express opinions frankly and to support the Independent and Councillor Members to do the same;
- › Be able to recommend the appointment of Independent Members to Council;
- › Maintain effective working relationships between Independent Members and with Council;
- › Keep Council and CEO informed and brief them on the strategic and technical aspects of internal audits and risk and control issues;
- › Lead effective Committee meetings including:
 - Planning for and setting agendas for meetings, ensuring Independent and Councillor Members are adequately informed of matters to be considered prior to meetings and allowing sufficient time for discussion of those matters at the meeting;
 - Ensuring the meeting runs smoothly and that the views of members are heard;
 - Focus the Committee's deliberations on the most important issues;
 - Seek the input of advisers, observers and other experts to maximise Committee deliberations; and
 - Summarise discussion outcomes and actions, including assigning responsibility and timeframes for actions;
- › Maintain an effective working relationship with Council's External Auditor;
- › Oversee the internal audit function and be alert to external accountability and internal audit concerns;
- › Act in the best interests of Council;
- › Arrange for all Committee Members to maintain an up-to-date knowledge of Council and its activities, including any financial or regulatory developments; and
- › Know the strengths and weaknesses of the Committee and individual Members and how this may affect the opinions of the Committee.

18.4.2 INDEPENDENT MEMBERS

Independent Members of the ARIC are expected to be able to assess information provided to them about Council and to identify and assess key risks and issues.

Each member should be capable of making a valuable contribution to the Committee.

To be successful in their role, a member must:

- › Take a professional approach to their responsibilities, including an appropriate commitment of time and effort;

- ▶ Know the business, culture and values of Council and take the time to understand changes that affect how Council operates and its risks;
- ▶ Have sufficient understanding of Council's financial reporting responsibilities to be able to contribute to the Committee's consideration of the annual financial statements;
- ▶ Understand the role of the Committee and the expectations of Council;
- ▶ Act in the best interests of Council;
- ▶ Be a good communicator and build effective relationships with Council, the Independent and Councillor Members and the IA Coordinator, and
- ▶ Have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry.

18.4.3 COUNCILLOR MEMBERS

The Councillor Member of the ARIC are non-voting members of the Committee. This is to ensure that decision making by the Committee is independent of Council.

The Councillor Member of Committee act as an important link between Council and the Committee.

Their role is to:

- ▶ Relay to the Committee any concerns Council may have regarding Council and issues being considered by the Committee;
- ▶ Provide insights into local issues and the strategic priorities of Council that would add value to the Committee's consideration of agenda items;
- ▶ Advise Council (as necessary) of the work of the Committee and any issues arising from it; and
- ▶ Assist Council to review the performance of the Committee each Council term.

Issues or information the Councillor Member raise with or provide the ARIC must relate to the matters listed in Section 428A of the Act, the Committee's Terms of Reference and issues being considered by the Committee.

ARIC's Councillor Member is not entitled to receive information about ARIC activities outside of established reporting requirements and must conduct themselves in a non-partisan and professional manner.

The Councillor Member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

Where a Councillor member of an ARICs engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair may recommend to Council, that Councillor member be removed from membership of the Committee.

Where Council does not agree to the Chair's recommendation, it must give reasons for its decision in writing to the Chair.

18.5 ROLE OF THE INTERNAL AUDIT COORDINATOR and INTERNAL AUDIT FUNCTION

The head of the internal audit function, the IA Coordinator, of an outsourced internal audit function will, in practice, primarily be a coordination and administrative role.

The key responsibilities of any Council employee assigned responsibility for leading an outsourced internal audit function include:

- ▶ Contract management;
- ▶ Managing the internal audit budget;
- ▶ Ensuring the external provider completes internal audits in line with the ARIC's Annual Plan and four-year Strategic Work Plan;

- ▶ Forwarding audit reports by the Internal Auditor/s to the ARIC;
- ▶ Acting as a liaison between the Internal Auditor/s and the ARIC;
- ▶ Monitoring Council's implementation of corrective actions that arise from the findings of audits and reporting progress to the ARIC, and
- ▶ Assisting the ARIC to ensure Council's internal audit activities comply with this Framework;

To fulfil these responsibilities, the IA Coordinator:

- ▶ Reports functionally to the ARIC;
- ▶ Must be free from conflicts of interest;
- ▶ Must be a Council employee and cannot be outsourced, other than through a shared arrangement with another Council, county Council or joint organisation – this is to ensure that Council retains control of the internal audit function and is able to actively monitor the performance of the external provider;
- ▶ Should possess the following skills, knowledge and experience to effectively carry out their role:
 - A good understanding of the work of ARICs and internal audit; and
 - The skills, knowledge and personal qualities necessary to manage Council's contract with the external provider and liaise between the external provider and the ARIC.

As a Council employee, the IA Coordinator must comply with all relevant Council policies and procedures, including Council's Code of Conduct.

The ARIC should maintain a strong, positive relationship with Council's internal audit function and view it as a significant source of information about what is going on in Council.

The internal audit function can also assist the ARIC to develop the Annual Workplan and four (4) year Strategic Workplan that will guide the Committee's and internal audit function's work.

The ARIC Chair should routinely meet with Council employees undertaking internal audit activities to discuss key issues and review performance if needed.

Dual responsibilities

Where the IA Coordinator has a dual role in a Council, they are to remain independent and report functionally to the ARIC in relation to their internal audit responsibilities.

For other Council responsibilities, the IA Coordinator reports functionally through normal Council reporting lines to the CEO.

Council can combine the IA Coordinator's role with other responsibilities provided there are adequate safeguards put in place by Council to limit any real or perceived bias or conflicts of interest.

Depending on the specific needs and circumstances of Council, safeguards could include:

- ▶ Any potential issues or conflicts of interest arising from a dual role being formally documented in Council's Internal Audit Charter;
- ▶ The IA Coordinator not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or
- ▶ The Committee including an assessment of the independence and objectivity (for internal audit purposes) of the IA Coordinator in their Annual Assessment report to Council.

18.6 ROLE OF INTERNAL AUDITOR/S

It is important that any Internal Auditor/s, engaged by Council, is independent and can objectively assess and report on the way Council operates.

To ensure the independence of an Internal Auditor/s, the IA Coordinator must ensure that they:

- ▶ Do not conduct any audits on specific Council operations or areas that they have worked on within the last two (2) years;
- ▶ Is not the same auditor conducting Council's external audit (Audit Office appointed);
- ▶ Is not the auditor of any contractors of Council that may be subject to the internal audit; and
- ▶ Can satisfy the requirements in this Framework relating to internal audit.

The IA Coordinator must also consult with the ARIC and CEO regarding the appropriateness of the skills, knowledge and experience of any Internal Auditors before they are engaged by Council.

18.7 EXTERNAL AUDITORS

There are strong linkages between the work of Council's ARIC and their External Auditor. The Committee should actively engage with the External Auditor.

Council's External Auditor can offer valuable insights on issues such as the effectiveness of Council's risk, controls, financial reporting, and compliance frameworks.

For the External Auditor, communication with performance audit reports, including the implementation of audit recommendations.

The ARIC should:

- ▶ Provide input on and discuss planned financial and performance audit coverage;
- ▶ Monitor Council's responses to financial statement management letters and performance audit reports, including the implementation of audit recommendations;
- ▶ Provide advice to Council on action taken on significant issues raised in relevant External Auditor reports or better practice guides; and
- ▶ Have a voting-members only meeting with the External Auditor at least once per year so that the Committee can obtain the views of the External Auditor without internal audit or management advisers being present.

19. SPECIFIC AREAS OF REVIEW

The ARIC and Council are to agree on the specific activities the Committee is to review based on the council's needs, risks and business functions.

The following is a list of activities the ARIC and Council should consider as part of the Committee's 'audit', 'risk' and 'improvement' roles based on the requirements of section 428A of the Act.

This is not an exhaustive list and ARIC and Council are encouraged to carefully consider Council's business operations, service delivery, financial management processes, internal audit function, external accountability requirements, risk management framework, governance arrangements and integrated planning and reporting framework to maximise the advice and assistance the Committee can provide to Council.

19.1 AUDIT

INTERNAL AUDIT	
Principle	Council has an effective internal audit function and receives maximum value from its internal audit activities.
Legislation	Section 428A(2)(i) of the Local Government Act
Committee's role	<ul style="list-style-type: none"> ▶ Provide overall strategic oversight of internal audit activities; ▶ Act as a forum for communication between Council, CEO, senior management, the internal audit function and external audit;



Internal Audit Framework

	<ul style="list-style-type: none"> ▶ Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions; ▶ Advise the CEO and Council: <ul style="list-style-type: none"> ▪ Whether Council is providing the resources necessary to successfully deliver the internal audit function; ▪ If Council is complying with internal audit requirements, including compliance with the <u>International Professional Practices Framework</u>; ▪ If Council's <u>Internal Audit Charter</u> is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by Council are suitable; ▪ Of the four-year <u>Strategic Work Plan</u> and <u>Annual Work Plan</u> of internal audits to be undertaken by Council's internal audit function; ▪ If Council's internal audit activities are effective, including the performance of the IA Coordinator and the internal audit function; ▪ Of the findings and recommendations of internal audits conducted and corrective actions needed to address issues raised; ▪ Of the implementation by Council of the corrective actions; ▪ On the appointment of the head of the internal audit function/ IA Coordinator and Internal Auditor/s; and ▪ If the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities.
--	---

EXTERNAL AUDIT	
Principle	Council receives maximum value from its external audit activities.
Legislation	Section 428A(2)(i) of the Local Government Act
Committee's role	<ul style="list-style-type: none"> ▶ Act as a forum for communication between Council, CEO, senior management, the internal audit function and external audit. ▶ Coordinate as far as is practicable, the work programs of internal audit and external audit. ▶ Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided. ▶ Review all external plans and reports in respect of planned or completed audits and monitor Council's implementation of audit recommendations. ▶ Provide advice to Council and/or CEO on action taken on significant issues raised in relevant external audit reports and better practice guides.

19.2 RISK

COMPLIANCE FRAMEWORK	
Principle	Council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and contractual requirements when undertaking its functions.
Legislation	Section 428A(2)(a) of the Local Government Act
Committee's role	Advise the CEO and governing body of the council of the adequacy and effectiveness of Council's <u>Compliance Framework</u> , including:



	<ul style="list-style-type: none"> ▶ if Council has appropriately considered legal and compliance risks as part of the Council's <u>Risk Management Framework</u> ▶ how Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and ▶ whether appropriate processes are in place to assess compliance.
--	--

RISK MANAGEMENT	
Principle	Council has an effective Risk Management Framework and internal controls that successfully identify and manage the risks it faces.
Legislation	Section 428A(2)(b) of the Local Government Act
Committee's role	<p>Advise the CEO and Council on the following:</p> <p><u>Risk management framework</u></p> <ul style="list-style-type: none"> ▶ Whether Council is providing the resources necessary to successfully implement its <u>Risk Management Framework</u>; ▶ If Council has in place a current and appropriate <u>Risk Management Framework</u> that is consistent with the Australian risk management standard; ▶ Whether Council's <u>Risk Management Framework</u> is adequate and effective for identifying and managing the risks Council faces, including those associated with individual projects, programs and other activities; ▶ If risk management is integrated across all levels of Council and across all processes, operations, services, decision-making, functions and reporting; ▶ Of the adequacy of risk reports and documentation, for example, Council's <u>Risk Register</u> and risk profile; ▶ Whether a sound approach has been followed in developing risk management plans; ▶ Whether appropriate policies and procedures are in place for the management and exercise of delegations; ▶ If Council has taken steps to embed a culture that is committed to ethical and lawful behaviour; ▶ If there is a positive risk culture within Council and strong leadership that supports effective risk management; ▶ Of the adequacy of staff training and induction in risk management; ▶ How Council's risk management approach impacts on Council's insurance arrangements; ▶ Of the effectiveness of Council's management of its assets; and ▶ Of the effectiveness of business continuity arrangements, including <u>Business Continuity Plans</u>, <u>Disaster Recovery Plans</u> and the periodic testing of these plans. <p><u>Internal control framework</u></p> <ul style="list-style-type: none"> ▶ If the internal controls in place are appropriate for the risk Council faces; ▶ Whether Council employees are informed of their responsibilities and processes and procedures to implement controls are complied with; ▶ If Council's monitoring and review of controls, including policies and procedures, is sufficient; and ▶ If internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

FRAUD AND CORRUPTION CONTROL FRAMEWORK	
Principle	Council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.
Legislation	Section 428A(2)(c) of the Local Government Act
Committee's role	<p>Advise the CEO and Council of the adequacy and effectiveness of Council's fraud and corruption prevention framework and activities, including whether Council has:</p> <ul style="list-style-type: none"> ▶ A <u>Fraud and Corruption Policy</u>; ▶ Clearly defined responsibilities for managing fraud and corruption; ▶ Risk-based preventative and detective controls; ▶ Policies, systems and processes to respond to, investigate and report suspected fraud and corruption; ▶ Employee awareness/education measures; ▶ Robust third-party management systems; ▶ Appropriate processes and systems in place to capture and effectively investigate fraud-related information; <p>▶ Regular review of the fraud and corruption control framework and reporting; and</p> <p>▶ Implemented applicable guidance and other better practice measures by the <u>Independent Commission Against Corruption (ICAC)</u>.</p>

FINANCIAL MANAGEMENT FRAMEWORK	
Principle	Council has an effective financial management framework, sustainable financial position and positive financial performance.
Legislation	Section 428A(2)(d) of the Local Government Act
Committee's role	<p>Advise the CEO and governing body of Council on the following:</p> <p>External accountability and financial reporting framework</p> <ul style="list-style-type: none"> ▶ If Council is complying with accounting standards and external accountability requirements; ▶ Of the appropriateness of Council's accounting policies and disclosures; ▶ Of the implications for Council of the findings of external audits and performance audits and Council's responses and implementation of recommendations; ▶ Whether Council's financial statement preparation procedures and timelines are sound; ▶ The accuracy of Council's <u>Annual Financial Statements</u> prior to external audit, including: <ul style="list-style-type: none"> ▪ Management compliance/representations; ▪ Significant accounting and reporting issues; ▪ The methods used by Council to account for significant or unusual transactions and areas of significant estimates or judgements; ▪ appropriate management signoff on the statements. ▶ If effective processes are in place to ensure financial information included in Council's <u>Annual Report</u> is consistent with signed financial statements. <p>Financial management framework</p> <ul style="list-style-type: none"> ▶ If Council's financial management processes are adequate;

	<ul style="list-style-type: none"> ▶ The adequacy of cash management and credit card use policies and procedures; ▶ If there are adequate controls over financial processes, for example: <ul style="list-style-type: none"> ▪ Appropriate authorisation and approval of payments and transactions; ▪ Adequate segregation of duties; ▪ Timely reconciliation of accounts and balances; ▪ Review of unusual and high value purchases. <p><u>Financial position and performance</u></p> <ul style="list-style-type: none"> ▶ If policies and procedures for management review and consideration of the financial position and performance of the council are adequate. <p><u>Grants and tied funding policies and procedures</u></p> <ul style="list-style-type: none"> ▶ If Council's grants and tied funding policies and procedures are sound.
--	---

GOVERNANCE FRAMEWORK	
Principle	Council has an effective governance framework to ensure it is appropriately directing and controlling the management of Council.
Legislation	Section 428A (2) (e) of the Local Government Act
Committee's role	<p>Advise Council and the CEO if Council's <u>Governance Framework</u> is sound, including Council's:</p> <ul style="list-style-type: none"> ▶ Decision-making processes ; ▶ Implementation of governance policies and procedures; ▶ Reporting lines and accountability; ▶ Assignment of key roles and responsibilities; ▶ Committee structure; ▶ Management oversight responsibilities; ▶ Human resources and performance management activities; ▶ Reporting and communication activities; ▶ Technology (ICT) governance; and ▶ Management and governance of the use of data, information and knowledge.

19.3 IMPROVEMENT

STRATEGIC PLANNING	
Principle	Council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.
Legislation	Section 428A(2)(f) of the Local Government Act
Committee's role	<p>Advise the CEO and governing body of Council:</p> <ul style="list-style-type: none"> ▶ Of the adequacy and effectiveness of Council's IP&R processes; ▶ If appropriate reporting and monitoring mechanisms are in place to measure progress against objectives; and ▶ Whether Council is successfully implementing and achieving its IP&R objectives and strategies.

SERVICE REVIEWS AND BUSINESS IMPROVEMENT

Principle	Council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.
Legislation	Section 428A(2)(g) and Section 428A(3) of the Local Government Act
Committee's role	<ul style="list-style-type: none"> ▶ Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies); ▶ Advise the CEO and governing body of the council: <ul style="list-style-type: none"> o if the council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance: <ul style="list-style-type: none"> ▪ If appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and ▪ How Council can improve its service delivery and Council's performance of its business and functions generally.

PERFORMANCE DATA AND MEASUREMENT	
Principle	Council's performance management framework ensures Council can measure its performance and if it is achieving its strategic goals.
Legislation	Section 428A(2)(h) of the Local Government Act
Committee's role	Advise the CEO and Council: <ul style="list-style-type: none"> ▶ If Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives ▶ The performance indicators Council uses are effective, and ▶ Of the adequacy of performance data collection and reporting.

20. ANNUAL ATTESTATION

It is important that Council are accountable to their communities for the efficacy of their internal controls and assurance mechanisms and the operations of their ARICs.

The CEO is required under the Regulation to publish an Annual Attestation Statement each year in Council's Annual Report indicating whether, during the preceding financial year, Council's ARIC, Risk Management Framework and internal audit function complied with the requirements prescribed in the Regulation.

The Regulation prescribes the following requirements in relation to attestation:

- ▶ Attestation statement signed by the CEO on Council's compliance with the requirements prescribed in the Regulation relating to the membership and operations of its ARIC, its Risk Management Framework and internal audit function (Section 216 T).
- ▶ The CEO must consult with the Chair of Council's ARIC on the content of the attestation statement and must consider the Chair's views when preparing the statement (Section 216 T).
- ▶ If the ARIC Chair disagrees with the content of the attestation statement prepared by the CEO, they may prepare their own attestation statement and submit this to the Departmental Chief Executive (section 216 T).

The Attestation Statement outlines:

- ▶ Each member of Council's ARIC and their details;
- ▶ Attestation operates to ensure that Council takes independent assurance and risk management seriously and is accountable to the community for how it has implemented these requirements; and
- ▶ Council's compliance status is to be self-assessed by the CEO, in consultation with the ARIC.

20.1 EXEMPTIONS

There may be times where Council may not be able to comply with all requirements relating to the ARIC, Risk Management Framework or internal audit function.

The Regulation exempts Council from compliance with a requirement under the Regulation in certain circumstances.

The Regulation provides that Council is not required to comply with a requirement under the Regulation where:

- ▶ Council cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact Council's budget; and
- ▶ Council cannot enter into an agreement with another Council or Joint Organisation to share the performance of activities necessary to satisfy the requirement; and
- ▶ Current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under the Regulation; and
- ▶ Council notifies the Departmental Chief Executive of the failure to comply with the Regulation within 28 days; and
- ▶ Council publishes a statement in its Annual Report about the non-compliance that includes details of the above matters.
- ▶ Council provides the internal audit function with direct and unrestricted access to the CEO and other staff, Council information and resources so it can fulfil its responsibilities, and
- ▶ That at least once each Council term (i.e. four years), the ARIC conducts a review of the effectiveness of Council's internal audit function.
- ▶ Council has adopted a Risk Management Framework that is consistent with current Australian risk management standards and is appropriate for Council's risks, and
- ▶ Council's ARIC reviews the implementation of Council's Risk Management Framework and issues an assessment of the effectiveness of Council's Risk Management Framework to Council each Council term.

It is important that Council is accountable to their communities for the efficacy of their internal controls and assurance mechanisms and the operations of their ARICs.

21. MONITORING

Council's compliance with the core requirements of the Act, the Regulation and the Guidelines will be monitored by the Office of Local Government.

The NSW Auditor-General may also undertake an assurance role in monitoring Council's compliance. This may include conducting sector-wide performance audits, or compliance audits of individual councils and undertaking reviews of exemptions granted by the Departmental Chief Executive.

22. ACCESS TO COUNCIL, EMPLOYEES, RESOURCES AND INFORMATION

It is essential for the ARIC to be able to access employees and information about Council it needs to review the matters listed in Section 428A of the Act and the resources necessary to undertake its other responsibilities.

22.1 COUNCIL EMPLOYEES

Council's ARIC must have direct and unrestricted access to the CEO and senior management of Council in order to fulfil its responsibilities.

Should the ARIC need to meet with another Council employee or contractor to obtain information to undertake its role, the Chair of the Committee is to obtain permission from the CEO before inviting the employee or contractor to meet with the Committee.

Subject to the CEO's permission being given, the employee or contractor must attend.

Any disputes between the CEO and ARIC regarding access to Council employees are to be resolved by Council.

22.2 COUNCIL RESOURCES AND INFORMATION

Council's ARIC must have direct and unrestricted access to any Council resources or information it needs to fulfil its responsibilities.

In its dealings with Council, the ARIC should be mindful of the environment Council is operating in and the priorities that the CEO needs to manage.

The ARIC should therefore keep to a minimum the demands it places on Council and utilise as far as is practicable, existing information to obtain the necessary level of assurance in relation to its responsibilities.

The ARIC may only release Council information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the CEO, except when it is being provided to an external investigative, audit or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

After their engagement ends with a Council, a Chair or member of an ARIC must not disclose or make use of any confidential information acquired in the course of their engagement with Council without the approval of Council.

22.3 EXTERNAL ADVICE

The ARIC can obtain any external legal or other professional/expert advice it needs to exercise its responsibilities. For example, where Council has implemented a specialised IT system, the Committee can seek the expert opinion of an IT specialist to assist its review of its implementation.

Council will set an annual budget item for external expenses for the ARIC, if this amount is expended the Committee will seek Council's permission prior to engaging further external advice.

23. DISPUTES

Members of the ARIC should maintain an effective working relationship with each other and Council and try to resolve any differences they may have professionally.

In the event of a disagreement between the ARIC and the CEO or other senior managers (for example, about findings or recommendations of audits), the dispute is to be resolved by Council.

Unresolved disputes regarding compliance with this Framework (the Guidelines) are to be referred to the Departmental Chief Executive in writing.

24. WORKPLANS

The work of Council's internal audit function will be guided by the four (4) year Strategic Workplan and Annual Workplan developed by the ARIC.

24.1 STRATEGIC WORKPLAN

It is essential that the work of the ARIC is thoroughly planned and executed to ensure that no Council activity or function is missed by the Committee and that Council receive value for money from their assurance investment.

Council's ARIC must develop a Strategic Workplan every four (4) years to ensure that all the matters listed in Section 428A of the Act are reviewed by the Committee and considered by the internal audit function when developing their risk-based program of internal audits.

The plan must be developed by the ARIC in consultation with Council, CEO, the IA Coordinator and senior managers (where appropriate) and adopted by Council at the start of Council term.

To maintain the independence of the ARIC, Council must be careful when adopting the Strategic Workplan not to direct the Committee's work over Council term.

24.1.1 CONTENT

The nature of the Strategic Workplan will be commensurate with the size and operational complexity of Council and its risk profile, and consistent with the requirements of the International Professional Practices Framework.

At a minimum, it should document:

- ▶ The goals and expected outcomes of the ARIC for Council term;
- ▶ Key organisational issues and risks faced by Council and how the Committee will review these; and
- ▶ Key performance indicators to measure progress across Council term.

When developing Council's Strategic Workplan, the ARIC should consider at a minimum:

- ▶ Council's strategic objectives
- ▶ Risks facing Council;
- ▶ The work of other review activities or functions (for example, external and performance audits, and reviews or audits by other government agencies);
- ▶ An assurance map of Council's assurance activities which may assist to determine where the Committee's and internal audit function's work should focus; and
- ▶ Stakeholder expectations.

There should also be sufficient flexibility in the Strategic Workplan to accommodate the need for additional audits on emerging risks from time to time.

The ARIC may, in consultation with Council, vary the Strategic Workplan at any time to address new or emerging risks.

Council may also, by resolution, request the Committee to approve a variation to the Strategic Workplan. However, any decision to vary the Strategic Workplan will rest with the Committee.

When considering whether to vary the Strategic Workplan, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the Strategic Workplan.

24.1.2 REVIEW

The ARIC must review the four (4) year Strategic Workplan at least annually to ensure that it is dynamic, relevant and aligns with Council's risk profile.

This will also ensure that Council remains on track with its audits and any delay in progress can be quickly addressed.

24.2 ANNUAL WORKPLAN

Council's ARIC must develop an Annual Workplan to guide its work over the forward year.

The Annual Workplan must be developed by the ARIC in consultation with Council, CEO, IA Coordinator and senior managers (where appropriate).

The Annual Workplan must be consistent with the requirements of the International Professional Practices Framework and identify:

- ▶ The internal audits that will be carried out during the year to support the work of the ARIC;
- ▶ The key goals, objectives and scope of the proposed audits;
- ▶ The resources needed for each audit (for example, staffing, budget, technology); and
- ▶ Key performance indicators to measure annual progress against.

The Annual Workplan must be flexible enough to allow it to be reviewed and adjusted as necessary throughout the year in response to any changes to Council's risks or operations.

The ARIC may, in consultation with Council vary the Annual Workplan to address new or emerging risks.

Council may also, by resolution, request the Committee to approve a variation to the Annual Workplan. However, any decision to vary the Annual Workplan will rest with the Committee.

When considering whether to vary the Annual Workplan, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the Annual Workplan.

24.3 PERFORMANCE MEASUREMENT

The performance of Council's ARIC and internal audit function must be able to be assessed to measure progress and improvement.

The ARIC must establish key performance indicators for Council's four (4) year Strategic Workplan and Annual Workplan to allow Council to gauge the:

- Performance of the Committee and internal audit function and the value they are providing to Council, and
- Council's performance regarding the matters listed in Section 428A of the Act, so that Council can assess whether it is improving each Council term in these areas.

These key performance indicators are to be reviewed and refreshed by the ARIC for each Annual Workplan and four (4) year Strategic Workplan.

To ensure they reflect the changing needs of Council and the increased capacity of the Committee and internal audit function as they mature.

The CEO, in consultation with the ARIC, must ensure that a data collection or performance management system is established and maintained to collect the data needed to measure progress against these key performance indicators.

25. PROVIDING ADVICE

Ongoing reporting to the ARIC is essential to ensure that the Committee is kept informed of matters considered by the internal audit function and any emerging issues that may require reporting to Council or the CEO.

25.1 QUARTERLY UPDATES

Ongoing reporting by the ARIC to Council (and CEO) is essential for accountability and will ensure that Council is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of Council or the achievement of Council's goals and objectives.

It will also ensure strong linkages between the ARIC, Council and the CEO and lead to a better functioning assurance mechanism.

The ARIC must provide an update to Council of its activities and opinions after every Committee meeting.

The ARIC must also provide its quarterly update to the CEO to ensure they are kept informed of issues raised and can answer any questions Council may have about the Committee's opinions and recommendations.

The Mayor can request to meet with the ARIC Chair at any time to discuss any issues relating to the work of the Committee during the quarter.

The ARIC Chair can also request to meet with the Mayor at any time.

Council should, at a minimum, providing quarterly advice from the risk management function to the CEO or their delegate.

This will ensure that risks are being correctly identified, prioritised and treated, and any emerging problems are known and rectified quickly.

25.1.1 CONTENT

The nature and content of the ARIC's quarterly updates is to be determined by Council and the Committee.

As a minimum, Council will be provided a copy of the ARIC's meeting minutes. However, a more formal report for noting by Council or a face-to-face meeting between the Committee, Council and CEO to discuss important issues that have been identified, may be appropriate from time to time.

Whatever the nature and form the update takes, Council and CEO must be advised, at a minimum, of:

- ▶ Any formal resolutions of the ARIC;
- ▶ The Committee's assessment of any audits conducted, including any breaches or deficiencies in controls that require an immediate response from Council;
- ▶ Progress on the implementation of corrective actions;
- ▶ Opportunities for longer-term improvement; and
- ▶ Any key opinions or 'take-outs' from the Committee's meeting.

Should Council require additional information, a request for the information may be made to the Chair by resolution. The Chair is only required to provide the information requested by Council where the Chair is satisfied that it is reasonably necessary for Council to receive the information for the purposes of performing its functions under the Act.

Individual Councillors are not entitled to request or receive information from the Committee.

25.2 ANNUAL ASSESSMENT

25.2.1 ARIC

Council's ARIC must provide an Annual Assessment Statement to Council each year.

This will ensure that Council is fully informed of the ARIC's work, including the internal audit and risk management functions and its opinion on how Council is performing.

Council may wish to hold an extraordinary or additional meeting each year for this purpose.

- ▶ The ARIC's Annual Workplan and review priorities for the upcoming year, for the approval by resolution of Council;
- ▶ Any resourcing issues for the internal audit or risk management functions that the Committee considers Council should be informed of;
- ▶ Any updated Committee Terms of Reference, for approval by resolution by Council; and
The CEO's annual assessment of Council's risk management function.

The Annual Assessment Statement must include:

- ▶ A summary and assessment of the work the ARIC performed to discharge its responsibilities during the preceding year;
- ▶ An overview and assessment of the work of the internal audit function;
- ▶ Progress against key performance indicators;
- ▶ Advice on the appropriateness of the Committee's Terms of Reference;
- ▶ An independent assessment and advice on the matters considered by the Committee during the year that, in the Committee's opinion, and based on the level of risk facing Council, Council should be informed of; and
- ▶ Other views or opinions on Council that the Committee wishes to share.

25.2.2 RISK MANAGEMENT

Council's risk management function is to conduct an annual self-assessment of Council's Risk Management Framework.

The annual self-assessment is to report to the CEO whether Council's Risk Management Framework:

- ▶ Complies with this Framework (the Guidelines);
- ▶ Is sufficiently resourced;
- ▶ Operates effectively, this includes whether:
 - The internal control framework appropriately reflects Council's risk criteria/appetite;
 - Risks are formally considered when developing and implementing all Council policies, programs, projects and other activities, including procurement;
 - Risk management covers all relevant risk categories including strategic, operational, compliance, reputational and reporting risks;
 - Major risks have been identified and assessed by Council and appropriate risk treatments have been implemented that reflect Council's risk criteria;
 - Council's internal controls are effective and appropriate;
 - Council's Risk Register and risk profile are current and appropriate;
 - Risk information is captured and communicated in a timely manner across Council, enabling management and staff to carry out their responsibilities; and
 - Council's risk management policies, procedures and plans are being complied with.

The CEO should discuss the annual assessment of Council's risk management function with Council and the ARIC at Council's strategic assurance meeting held each council term.

25.2.3 INTERNAL AUDIT

The Annual Assessment is to ensure that any concerns regarding the operation of the internal audit function and compliance with the International Professional Practices Framework can be dealt with before they are identified in the four-yearly strategic review, by which time their consequences may have escalated.

An annual assessment will also encourage continuous improvement of Council's internal audit activities.

Before providing their Annual Assessment Statement to Council, the ARIC must provide a copy of its Annual Assessment Statement to the CEO to allow him/her to develop an Action Workplan to address any issues identified.

Both the ARIC's Annual Assessment Statement and the CEO's Action Plan can then be considered jointly by Council at an annual assurance meeting with the Committee and the CEO.

The ARIC is to determine the nature of this assessment. It could be conducted, for example, via a self-assessment performed by the IA Coordinator.

The Mayor, ARIC Chair and CEO can invite observers or other participants to the meeting where appropriate.

25.3 ANNUAL ASSURANCE MEETING

It would be beneficial for the ARIC, Council and the CEO to come together annually to discuss the Committee's Annual Assessment Statement of Council, how Council proposes to respond to the Committee's recommendations for corrective actions and other important internal audit and risk management matters.

Council may wish to hold an extraordinary or additional meeting each year for this purpose.

The annual assurance meeting should also discuss:

- ▶ The ARIC's Annual Workplan and review priorities for the upcoming year, for the approval by resolution of Council;
- ▶ Any resourcing issues for the internal audit or risk management functions that the Committee considers Council should be informed of;
- ▶ Any updated Committee Terms of Reference, for approval by resolution by Council, and
- ▶ The CEO's annual assessment of Council's risk management function

The Mayor, ARIC Chair and CEO can invite observers or other participants to the meeting where appropriate.

25.4 STRATEGIC ASSESSMENT

25.4.1 ARIC

Council's ARIC must provide to Council a comprehensive independent assessment every Council term (i.e. four years) of all the matters listed in Section 428A of the Act that have been reviewed during Council term.

This will ensure that Council is fully informed of Council's performance in relation to the matters specified in Section 428A of the Act and what corrective actions are required to address any issues identified.

It will also provide Council with essential information that will assist with strategic decision-making and resource allocation during the next Council term.

Before providing its Strategic Assessment Statement to Council, the ARIC must provide a copy of its report to the CEO to allow the CEO to develop an Action Plan to address any issues identified during the next Council term.

Given the ARIC's functional responsibility for the internal audit function of Council, the Committee must also develop an Action Plan for Council to address any internal audit issues identified by the Committee.

The ARIC's Strategic Assessment Statement and the Action Plan can be considered jointly by Council at a strategic assurance meeting held every four years.

25.4.2 RISK MANAGEMENT

The Regulation (Section 216C) requires Council's ARIC to keep the implementation of a Council's Risk Management Framework under review and provide advice to Council on its implementation.

Council's ARIC must provide an assessment of the effectiveness of Council's Risk Management Framework to Council each Council term, as part of the Committee's four-yearly strategic assessment.

As part of the ARIC's assessment of Council's risk management function, it should consider whether:

- ▶ Council is providing sufficient resources for risk management;
- ▶ Council's Risk Management Framework complies with the Guidelines; and
- ▶ Council's Risk Management Framework operates effectively, is being complied with and supports the achievement of Council's strategic goals and objectives.

The CEO is to develop an Action Plan for Council to address any risk management issues identified by the Committee.

The ARIC and CEO should discuss the strategic assessment and Action Plan with Council at Council's strategic assurance meeting held each Council term.

Performance Measures

To ensure the effectiveness of Council's risk management activities can be regularly monitored and reviewed, each Council must ensure that it:

- ▶ assigns performance targets to risk management activities that can be measured against goals and objectives; and
- ▶ can obtain the data needed to measure the impact of Council's Risk Management Framework.

25.4.3 INTERNAL AUDIT

Council's ARIC is to provide an assessment of the effectiveness of Council's internal audit function to the CEO and Council in each term of Council, as part of the Committee's four-yearly strategic assessment.

This assessment is to occur regardless of whether Council has established an in-house or outsourced internal audit function, as the assessment focuses on how Council has implemented its internal audit function.

As part of the ARIC's assessment of Council's internal audit function, it should consider:

- ▶ the views of an independent external party with strong knowledge of internal audit operation;
- ▶ the independence of the internal audit function;
- ▶ whether resourcing is sufficient;
- ▶ whether the internal audit function complies with this Framework (the Guidelines) and the International Professional Practices Framework;
- ▶ the appropriateness of Annual and Strategic Workplans based on the risks facing Council;
- ▶ progress against key performance indicators;
- ▶ whether the internal audit function adds value and delivers outcomes for Council; and
- ▶ the appropriateness of the Internal Audit Charter.

To ensure the views of the external party consulted are robust, the external party should have:

- ▶ strong skills, knowledge and expertise in internal audit;
- ▶ a working knowledge of the International Professional Practices Framework, and;
- ▶ no conflicts of interest that may result in bias or a lack of objectivity.

The ARIC, in consultation with the CEO, is to develop an Action Plan for Council to address any issues identified by the Committee in relation to the performance of the internal audit function.

The ARIC's strategic assessment and Action Plan is to be discussed with Council and CEO at the strategic assurance meeting held each Council term.

25.5 ANNUAL STRATEGIC ASSURANCE MEETING

It would be beneficial for the ARIC, Council and CEO to come together at the close of Council term or commencement of the new Council term to discuss the Committee's strategic assessment of Council, how Council proposes to respond to the Committee's recommendations during the next Council term and any other important internal audit and risk management issues.

This discussion can also inform the strategic plans to be made through the integrated planning and reporting process for the next Council term.

Council may wish to hold an extraordinary or additional meeting for this purpose.

The four-yearly assessment meeting could also discuss:

- ▶ The ARIC's four-year Strategic Workplan for the upcoming Council term for approval by resolution of Council;

- ▶ A four-yearly review of the Committee's Terms of Reference, for noting by Council and where applicable, an updated Terms of Reference for approval by resolution;
- ▶ Council's four-yearly review of the Committee's performance and Action Plan to address any issues identified, for approval by resolution of Council.

26 REVIEW OF PERFORMANCE

It is important that the work of the ARIC, including the internal audit function, is regularly assessed, and that the Committee is accountable for its performance.

This will ensure that the ARIC is making a valuable contribution to Council and allow Council to determine whether any changes to the Committee's Terms of Reference or membership are required and they are performing in relation to the matters listed in Section 428A of the Act.

At least once each Council term (i.e. four years), Council is to conduct a review of the effectiveness of the ARIC in conformance with the International Professional Practice Framework.

This will ensure that the ARIC is assessed consistently across all Councils and allow Council to have confidence in the work of their Committees.

To conduct the review, Council can:

- ▶ Engage a suitably qualified external assessor or peer to undertake the review; or
- ▶ Undertake the review itself and engage an external assessor or peer to conduct an independent evaluation of the findings.

The external assessor or peer should have specific skills relevant to the major risks of Council and a strong understanding of what constitutes best practice in relation to the operations and performance of ARICs.

Review Criteria

The review of the ARIC's performance must consider:

- ▶ The appropriateness of the Committee's Terms of Reference and whether these have been complied with;
- ▶ The processes and procedures undertaken by the Committee;
- ▶ The collective performance of the Committee – for example:
 - The quality and timeliness of assurance and advice provided by the Committee to Council and CEO;
 - The effectiveness of the Committee in meeting its responsibilities; and
 - The relationship and quality of communication with Council and other stakeholders;
- ▶ The individual performance of each member – for example, their:
 - Understanding of Council, its key risks and internal controls;
 - Ability to act objectively and independently;
 - Preparation for Committee meetings; and
 - Contribution to the work of the Committee through their participation in discussion and decision-making, skills and experience
- ▶ The performance of the Chair, including whether the Chair has (in addition to their performance as a member of the Committee):
 - Demonstrated positive leadership;
 - Maintained effective working relationships among ARIC members and with Council, Council's External Auditor and the internal audit function;

- Ensured Council and CEO was well informed and briefed on the strategic and technical aspects of internal audits and risk and control issues; and
- Lead effective Committee meetings.
- ▶ The way the Committee, External Auditor, Council and internal audit function work together to manage risk and support Council and how effective this is;
- ▶ Whether the Committee has effectively reviewed the matters identified in Section 428A of the Act and contributed to an improvement in these areas; and
- ▶ Whether the composition of the Committee is appropriate.

When conducting the review, Council is to consider feedback on each member's performance by the Chair and Councillor member of the Committee and the CEO.

Self-assessments by the Chair and members of the ARIC can also be used.

Council can also request the Chair of the Committee to address Council and answer any questions about the operations of the Committee.

The ARIC Chair is to develop an Action Plan for Council to address any issues identified in the performance review and present it to Council at the four yearly assessment meeting.

27. INTERNAL AUDIT ACTIVITIES

27.1 PERFORMING INTERNAL AUDITS

It is essential that Council's internal audit function performs Council's internal audits to a high and consistent standard and that the findings and recommendations that arise from audits can be relied upon by the ARIC and Council.

Council's Internal Audits must be performed in accordance with the requirements of the International Professional Practices Framework.

The internal audit tools, techniques and methodologies used by the internal audit function must be approved by the ARIC.

Where risk information or ratings are used during the internal audit process, they must be developed and applied consistently with the current Australian risk management standard.

27.2 AUDIT REPORTS

The IA Coordinator must report the findings and recommendations of Internal Audits to the ARIC when they are finalised.

The ARIC will determine whether audit reports should be distributed to Committee Members out-of-session as they are completed or at each quarterly meeting of the Committee.

Each Internal Audit report must reflect the requirements of the International Professional Practices Framework.

This includes:

- ▶ Necessary background information, including the objective and scope of the audit;
- ▶ The audit processes and methodology used;
- ▶ Findings and recommendations based on the audit's objectives, prioritised according to their level of risk;
- ▶ Recommended remedial actions to address problems identified which have been prioritised according to risk; and
- ▶ A response or Action Plan from the CEO and/or responsible senior managers of Council.

Before reports are finalised, the IA Coordinator must provide a draft of each report to the Directors for comment so that a response to each recommendation from each relevant business unit is included in the final report submitted to the ARIC.

Timeframes for management responses to Internal Audit recommendations are to be agreed between the CEO, the IA Coordinator and ARIC Chair.

Directors may reject recommended corrective action/s on reasonable grounds but should discuss their position with the IA Coordinator or the ARIC Chair before finalising Council's position with the CEO.

Reasons for rejecting the recommendation/s must be included in the final audit report.

For the recommendations that are accepted, Directors are required to ensure that:

- ▶ An Action Plan is prepared for each recommendation that assigns responsibility for implementation to a Council employee/s and timeframes for implementation;
- ▶ All corrective actions are implemented within proposed timeframes; and
- ▶ IA Coordinator is provided regular updates in relation to the implementation of the internal audit Action Plan.

Where corrective actions are not implemented within agreed timeframes, the ARIC can invite the Director to explain why implementation has not occurred and how the resulting risk is being addressed in the interim.

The ARIC can raise any concerns it may have about Council's response to internal audit reports with the CEO and in the Committee's quarterly report to Council so that they are aware of the risks posed to Council.

The IA Coordinator is to ensure that the ARIC is advised at each of the Committee's quarterly meetings of:

- ▶ The internal audits completed during that quarter;
- ▶ Progress in implementing the Annual Work Plan; and
- ▶ Progress made implementing corrective actions arising from any past internal audits.

The way this information is communicated is to be decided by the ARIC in consultation with the IA Coordinator.

27.3 ONGOING MONITORING

The IA Coordinator should establish an ongoing monitoring system to track the internal audits undertaken for Council and follow-up Council's progress in implementing corrective actions.

Key risks or emerging issues must be reported to the ARIC and CEO to ensure they can be rectified quickly before their consequences escalate.

The ARIC can raise any concerns it has that may arise between meetings with Council via an additional report where needed. The Chair of the Committee can also request to meet with the Mayor.

This will ensure that Council is kept informed of significant emerging risks posed to Council.

The IA Coordinator can meet with the ARIC Chair at any time, as necessary, between Committee meetings.

This is particularly important to ensure that any urgent or emerging issues identified by the internal audit function can be quickly reported to the ARIC for consideration and action before their consequences escalate.

27.4 POLICIES AND PROCEDURES

The CEO, in consultation with the ARIC, must develop and maintain policies and procedures to guide the operation of Council's internal audit function and the performance of internal audits.

These policies and procedures could include:

- ▶ The structure and resourcing of the internal audit function;
- ▶ How internal audits will be conducted, reported, implemented and monitored;
- ▶ Audit methodology;
- ▶ Timeframes for reporting and Council's response to recommendations;
- ▶ How any internal audit-related disputes are to be resolved;
- ▶ The internal audit function's access to Council employees, resources and information;
- ▶ How the performance of the internal audit function will be reviewed;
- ▶ Communication between the ARIC and internal audit function, and the internal audit function and the CEO; and
- ▶ Information management including document retention, security and access to audit reports.

28. INTERNAL AUDIT DOCUMENTS

Internal audit documentation includes any information or documents produced or obtained by a Council's internal audit function that relates to the internal audit activities of Council.

All internal audit documents:

- ▶ Are for internal use only, subject to the requirements of the Government Information (Public Access) Act 2009 (GIPA Act);
- ▶ Are to remain the property of Council, including where internal audit services are performed by an external provider – all rights reside with Council;
- ▶ Must be documented, retained and controlled in accordance with the International Professional Practices Framework and Council policies;
- ▶ Can be accessed by the ARIC and External Auditor without restriction;
- ▶ Can be accessed by Council by resolution, subject to the approval of the ARIC Chair (any disputes can be referred to the Office of Local Government for resolution);
- ▶ Subject to the GIPA Act, can only be released to an external party with the approval of the CEO and the ARIC Chair, except where the information is being provided to an external oversight or investigative body for the purposes of informing that agency of a matter that may warrant its attention.

Any internal audit documentation provided to any individual, including members of Council, should be treated as strictly confidential.

The ARIC Chair may refuse to provide access to internal audit documents or information to anyone who has previously released such information without authorisation.

29. REPORTING CONCERNS ABOUT COUNCILLORS OR COUNCIL EMPLOYEES

Given the nature of internal audit, there may be times when the internal audit function identifies concerns about the conduct of Council employee.

Where the IA Coordinator has concerns regarding an employee, they can:

- ▶ Raise their concerns with the ARIC Chair (if it relates to the effectiveness of the internal audit function)
- ▶ Report breaches of Council's Code of Conduct to the CEO, or by the CEO to the Mayor, as required by the Code of Conduct Procedures.
- ▶ Report their concerns through Council's Internal Reporting Policy, Customer Feedback and Complaints Management Policy or other associated protocols, and/or

- ▶ Make a public interest disclosure under the Public Interest Disclosures Act 1994 to the:
 - Independent Commission Against Corruption (concerning corrupt conduct);
 - NSW Ombudsman (concerning maladministration);
 - NSW Auditor General (concerning serious and substantial waste of public money);
 - Office of Local Government (concerning serious and substantial waste in local government and breaches of pecuniary interest obligations); and/or
 - Information and Privacy Commissioner (concerning government information contraventions).

30. MONITORING

Council's compliance with the core requirements of the Act, the Regulations and this Framework (the Guidelines) will be monitored by the Office of Local Government.

The NSW Auditor-General may also undertake an assurance role in monitoring Council's compliance. This may include conducting sector-wide performance audits, or compliance audits of individual Councils and undertaking reviews of exemptions granted by the Departmental Chief Executive.

30.1 ACCOUNTABILITY

If Council that does not comply with the Guidelines, and are not granted an exemption, they may face enforcement action under the Act.

30.2 EXEMPTIONS

There may be times where Council may not be able to comply with all requirements relating to the ARIC, Risk Management Framework or internal audit function.

In these circumstances, the Regulation confers on the Departmental Chief Executive the power to exempt Council from compliance with a requirement under the Guidelines where Council requests such an exemption.

The Regulation provides that the Departmental Chief Executive may, on an application by Council, exempt Council from compliance with a requirement under these Guidelines for such a period specified by the Departmental Chief Executive where they are satisfied that:

- ▶ Council cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact Council's budget;
- ▶ Council cannot enter into an agreement with another Council to share the performance of activities necessary to satisfy the requirement; and
- ▶ Current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under the Guidelines.

A Council's application to the Departmental Chief Executive for an exemption must be in the form and contain the information specified in the Guidelines.

The Regulation provides that where the Departmental Chief Executive exempts Council from compliance with a requirement under the Guidelines, Council must publish the Departmental Chief Executive's approval of the exemption in their annual report.

A Council is not prevented from applying for a further exemption when a previous exemption expires.

31. ASSOCIATED DOCUMENTS, DEFINITIONS AND ACRONYM

External:

- ▶ NSW Treasury - Internal Audit & Risk Management Policy for the General Government Sector
- ▶ Australian Standard - AS/NZS ISO 31000:2018 Risk Management – Guidelines
- ▶ Institute of Internal Auditors (IIA) - Standards for the Professional Practice of Internal Auditing

- ▶ Institute of Internal Auditors (IIA) - International Professional Practices Framework (IPPF) - 2024
- ▶ OLG - Model Terms of Reference for Committees approved by the Departmental Chief Executive.
- ▶ OLG - Risk Management & Internal Audit for Local Government in NSW Guidelines – November 2023 including the Model Internal Audit Charter and the Model Terms of Reference
- ▶ Local Government Remuneration Tribunal's Determination

Internal:

- ▶ MRC Policy – Code of Conduct (Committees) Policy
- ▶ MRC Policy – Risk Management Policy
- ▶ MRC Policy - Internal Reporting Policy
- ▶ MRC Policy – Customer Feedback and Complaints Management Policy
- ▶ MRC Policy – Fraud and Corruption Policy
- ▶ MRC Procedure – Code of Conduct Procedures
- ▶ MRC Document - Internal Audit Charter
- ▶ MRC Document – Risk Management Framework
- ▶ MRC Document – Risk Register
- ▶ MRC Document - Terms of Reference
- ▶ MRC Document – Attestation Statement
- ▶ MRC Document – Governance Framework
- ▶ MRC Document – Compliance Framework
- ▶ MRC Document – Annual Workplan, Annual Assessment Statement, Strategic Workplan, Strategic Assessment Statement and Action Plan.
- ▶ MRC Document – Business Continuity Plan and Disaster Recovery Plans
- ▶ MRC Document – Community Strategic Plan, Operational Plan, Delivery Plan and Annual Report.

Definitions and Acronyms:

Term	Definition
Internal Auditor/s	Out-sourced internal audits are conducted by on behalf of Council.
External Auditor/s	Appointed by the Audit Office
Internal Audit	an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. (International Professional Practices Framework)
Risk	the "effect of uncertainty on objectives, where an effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats (AS ISO 31000:2018)
Risk Management	The coordinated activities to direct and control an organisation with regard to risk (AS ISO 31000:2018)

32. DOCUMENT CONTROL

Version No.	Details	Dates	CM9 Reference	Resolution No.
1	Initial Issue	DRAFT		

Council reserves the right to review, vary or revoke this procedure at any time
 This Framework is scheduled for review in 2028.

NOTE:

This is a controlled document. If you are reading a printed copy please check that you have the latest version by checking it on Councils Electronic Document system. Printed or downloaded versions of this document are uncontrolled.

DISCLAIMER:

This document was formulated to be consistent with Murray River Council's legislative obligations and with the scope of Council's powers. This document should be read in conjunction with relevant legislation, guidelines and codes of practice. In the case of any discrepancies, the most recent legislation should prevail. This document does not constitute legal advice. Legal advice should be sought in relation to particular circumstances and liability will not be accepted for losses incurred as a result of reliance on this document.

APPENDIX 1:**FURTHER RESOURCES****ARIC**

The following resources may be useful to Councils seeking more information about the establishment and operation of their ARIC.

This is not an exhaustive list but provides a useful starting point for Councils that seek to better understand what ARICs do, and how they can be supported to add maximum value to Councils.

<p><u>Audit Committees – A Guide to Good Practice (3rd edition)</u> Auditing and Assurance Standards Board, Australian Institute of Company Directors and The Institute of Internal Auditors-Australia (2017)</p>	Provides a checklist to assess the performance of ARICs and members.
<p><u>Audit Committees – A Guide to Good Practice for Local Government</u> Victorian Government, Department of Planning and Community Development (2011)</p>	Provides detailed information on the activities ARICs can perform in relation to external audit, financial management, risk management and internal audit.
<p><u>Audit Committee Guidelines – Improving Accountability and Performance</u> The State of Queensland (Queensland Treasury and Trade) (2012)</p>	Provides sample: <ul style="list-style-type: none"> ▶ letter of appointment for ARIC members ▶ self-assessment questionnaire for Committee Members, external peer review checklist and management feedback questionnaire when assessing Committee performance, and Committee meeting agenda.
<p><u>Audit Committees (RM-G2)</u> Australian Government, Department of Finance</p>	Provides a list of professional peak bodies Councils could contact to source ARIC members.
<p><u>Chairing an Audit Committee</u> KPMG</p>	Provides information about the role of ARIC Chairs, particularly in relation to: <ul style="list-style-type: none"> ▶ leadership, and ▶ managing the work of ARIC members.
<p><u>Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees</u> Independent Commission Against Corruption (2020)</p>	Provides information about the role of ARICs and risk management in relation to fraud and corruption.
<p><u>Establishing a skills-based audit committee</u> Institute of Internal Auditors-Australia (2020)</p>	Provides an analysis matrix template to assess the skills mix of an ARIC when appointing Committee Members.
<p><u>Guide for Audit & Risk Committees: Understanding Financial Statements</u> NSW Treasury (2017)</p>	Provides information on activities ARIC can undertake when reviewing financial statements.
<p><u>How can audit committee members add value?</u> Price Waterhouse Coopers (2011)</p>	Provides a checklist for measuring the performance of ARICs.
<p><u>Setting up the Audit Committee</u> Price Waterhouse Coopers (2011)</p>	Provides information on: <ul style="list-style-type: none"> ▶ how a Council might assess the financial literacy of an ARIC member, and ▶ best practice for inducting new Committee Members.

<p><u>Internal Audit and Risk Management Policy for the General Government Sector (TPP-20-08)</u> NSW Treasury (2020)</p>	<p>Provides information on the NSW public sector risk management and internal audit policy, including:</p> <ul style="list-style-type: none"> ▶ the operation of shared ARICs in the NSW public sector ▶ matters to consider when deciding whether to enter into a shared arrangement, and ▶ recommended content for shared use agreements
<p><u>Public Sector Audit Committees: Independent assurance and advice for Accountable Authorities</u> Australian National Audit Office (2015)</p>	<p>Provides information about the role and functions of ARICs, including:</p> <ul style="list-style-type: none"> ▶ member roles and responsibilities ▶ how to foster good relationships between Council and Committee, and ▶ checklists for: <ul style="list-style-type: none"> ▪ secretariat actions ▪ planning forward meeting agendas, and ▪ assessing the performance of members
<p><u>Service Delivery Review: A how to manual for local government (second edition)</u> Australian Centre of Excellence for Local Government (2015)</p>	<p>Outlines the factors Councils and ARICs may consider when reviewing service delivery by Council.</p>
<p><u>The Role of the Audit Committee Chair</u> KPMG (2019)</p>	<p>Provides information on the role of ARIC Chairs, particularly in relation to:</p> <ul style="list-style-type: none"> ▶ running Committee meetings, and ▶ overseeing risk management.

INTERNAL AUDIT

The following resources may be useful to councils seeking more information about the establishment and operation of their internal audit function.

This is not an exhaustive list but provides a useful starting point for councils seeking to better understand internal audit, how it can be used by councils to improve performance, and practical tools, examples and templates to adapt for their own use.

<p><u>International Professional Practices Framework (mandatory guidance)</u> Institute of Internal Auditors (2017)</p>	<p>Outlines the mandatory requirements for undertaking internal auditing under the International Professional Practices Framework. Consists of four parts:</p> <ul style="list-style-type: none"> ▶ Core Principles for the Professional Practice of Internal Auditing ▶ Definition of Internal Auditing ▶ Code of Ethics, and ▶ International Standards for the Professional Practice of Internal Auditing
<p><u>International Professional Practices Framework (recommended guidance)</u> Institute of Internal Auditors (2017)</p>	<p>Provides detailed guidance on how to implement the International Professional Practice Framework. Consists of two parts:</p> <ul style="list-style-type: none"> ▶ Implementation Guide – assists an internal audit function to apply the standards and understand how compliance will be measured by the ARIC, and ▶ Supplemental Guide (Practice Guides) – provides detailed processes and procedures for the internal audit function.
<p><u>How can audit Committee Members add value?</u> Price Waterhouse Coopers (2011)</p>	<p>Provides a checklist for measuring the performance of an internal audit function.</p>
<p><u>Internal Audit in Australia</u> Institute of Internal Auditors Australia (2016)</p>	<p>Provides an overview of the role of internal audit and the internal audit function, including:</p> <ul style="list-style-type: none"> ▶ the different types of work plans that can be used to guide internal audit activity ▶ the skills, knowledge, experience and qualifications/certifications required of internal auditors ▶ performing, reporting and monitoring internal audits, and ▶ how to review the performance of an internal audit function, including performance measures that could be used
<p><u>Practice Guide – Talent Management: Recruiting, Developing, Motivating and Retaining Great Team Members</u> Institute of Internal Auditors (2015)</p>	<p>Provides guidance on how to establish an effective internal audit team (for purchase from the Institute of Internal Auditors).</p>
<p><u>Quality Assessment Manual for the Internal Audit Activity</u> Institute of Internal Auditors (2017)</p>	<p>Outlines how the performance of Council's internal audit function can be assessed both internally and externally against the International Professional Practices Framework.</p>

RISK MANAGEMENT

The following resources may be useful to councils seeking more information about the establishment and operation of their risk management framework. They provide examples, checklists, samples, templates and other practical tools councils could use.

This is not an exhaustive list but provides a useful starting point for councils that seek further information.

<p><u>A Guide to Risk Management</u> The State of Queensland (Queensland Treasury) (2020)</p>	Provides guidance on how to apply the Australian risk management standard, including checklists for each stage of the risk management process.
<p><u>AS ISO 31000:2018 Risk Management</u> Guidelines – International Standards Organisation (2018)</p>	The current Australian risk management standard at the time of printing (for purchase from the International Standards Organisation)
<p><u>Audit Committee Guidelines – Improving Accountability and Performance</u> The State of Queensland (Queensland Treasury and Trade) (2012)</p>	Provides checklists of the matters ARICs are to consider when reviewing a Council's Risk Management Framework and internal controls.
<p><u>Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees</u> Independent Commission Against Corruption (2020)</p>	Provides information about the role of risk management in relation to fraud and corruption.
<p><u>Risk Management Toolkit for Public Sector Agencies (TPP 12-03)</u> NSW Treasury (2012)</p>	<p>Consists of three parts:</p> <ul style="list-style-type: none"> ▶ Executive Guide (TPP 12-03a) ▶ Volume 1 – Guidance for Agencies (TPP 12-03b), and ▶ Volume 2 – Templates, Examples & Case Study (TPP 12-03c). <p>Provides detailed and practical advice on the various elements of the Australian risk management standards (ISO 31000), templates and worked examples.</p>
<p><u>The Three Lines of Defense in Effective Risk Management and Control</u> Institute of Internal Auditors (2013)</p>	Outlines the three lines of defence approach to risk management and the role of management and internal audit in risk management.
<p><u>The Role of Internal Auditing in Enterprise-Wide Risk Management</u> Institute of Internal Auditors</p>	Outlines what enterprise risk management is, how it can be implemented and the role of internal audit in risk management.
<p><u>Victorian Government Risk Management Framework Practice Guide</u> Victorian Managed Insurance Agency</p>	Provides guidance on how to apply the Australian risk management standard, including examples of a risk appetite/criteria statement.

MURRAY RIVER COUNCIL ARTS & CULTURE STRATEGY 2024 – 2034



Acknowledgement of Country

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.



Message from our Mayor

I am delighted to introduce our Arts and Culture Strategy—a roadmap that supports a vibrant and connected arts and culture sector across the region. It draws inspiration from our rich history, the natural wonders that surround us, and the immense talents of our creative community.

Through extensive consultation, we have engaged with hundreds of individuals who shared their thoughts, perspectives and experiences to help shape a collective vision for the future.

Alongside our community we've looked at how we can build upon the existing strengths of our arts and cultural programs and boost the profile of creative industries across the area.

Importantly, it provides clear direction on the Council's role in supporting specific elements such as cultural planning and infrastructure, heritage preservation, public arts, festivals and events.

Partnerships will lie at the heart of our approach. By working together across Council and with our diverse community and creative partners, we aim to provide an environment where arts and culture can be supported, flourish and continue to evolve. As we unfold this strategy over the next decade, it is designed to be dynamic and responsive, ensuring it aligns with the evolving needs and opportunities that arise.

Thank you to everyone that contributed to this important document. We look forward to working with you to deliver our shared goals for the local arts and culture space.

Cr Frank Crawley

MAYOR



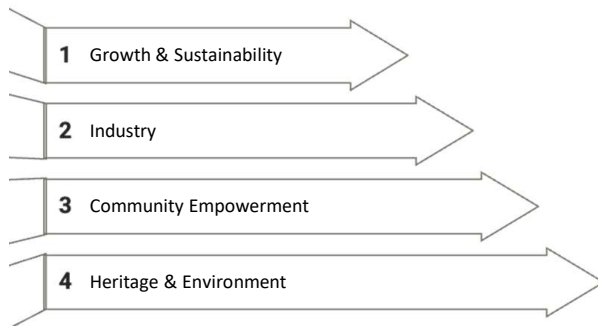
EXECUTIVE SUMMARY

More than 200 people and organisations contributed to the development of the Murray River Council Arts & Culture Strategy 2024 - 2034. The aim of this Plan is to ensure a thriving creative industry, connect our community, preserve our heritage and grow our economy.

This Plan sets out a strategic roadmap that builds upon our rich history, natural beauty, and the talents of our existing and emerging creative sector. It also supports delivery of the Murray River Council Community Strategic Plan 2022 - 2032.

Partnerships and collaboration are at the heart of achieving a thriving creative industry and community. Only by working across Council and with our diverse community and creative partners will we be able to achieve the aspirations set out in this Plan.

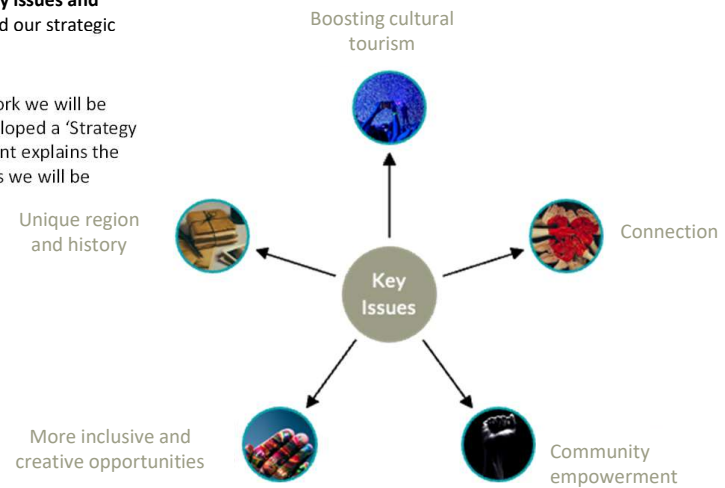
The Plan is underpinned by **four strategic pillars** that we will focus on in the coming ten years.



The process to develop this plan has been focussed on insights coming from the creative sector and the wider community. Our belief, purpose, strategic pillars, outcomes and actions have been informed through extensive research and consultation with the community.

In summary, the development process included pop ups, interviews and focus groups across the LGA and a community survey. We spoke with more than 200 community members, industry experts and Council staff. From the background research and engagement undertaken across the community, **five key issues and opportunities** emerged that have informed our strategic pillars and actions.

To help communicate and promote the work we will be doing and how we will do it, we have developed a 'Strategy on a Page'. The remainder of this document explains the detail, how we got there, and what actions we will be taking in the years ahead.



WHAT WE DID

The Arts & Culture Strategy builds on Council’s existing strategies, plans and policies and is informed by research, evidence, and most importantly through consultation with the community and organisations that partner with Murray River Council.

This involved six key phases.



1.	2.	3.	4.	5.	6.
Desktop Analysis	Stakeholder Engagement	Analysis	Strategy on a Page (Framework)	Stress testing with community	Action Planning
This phase established alignment to existing strategic commitments. We also looked at current and forecast population trends .	We interviewed and held focused discussions and community pop ups throughout the community to ensure that the current and future opportunities were identified.	We used the research and consultation data to develop a comprehensive Insights Report that outlined the key learnings, opportunities and challenges for arts and culture in Murray River Council.	Building on these insights we developed a Strategy on a Page – a framework that details our: <ul style="list-style-type: none"> • belief and key purpose, to establish why we exist • key outcome areas and priorities, and • enablers and values that underpin the framework. 	The Strategy on a Page was shared, and we invited community members, through a survey, to review, interrogate and respond to the proposed framework. This process was designed to ensure the framework was balanced and reflected expectations and needs.	With our Framework confirmed, we set about converting our strategic priorities into a practical action plan. This Action Plan will serve as our roadmap over the next four years, guiding our decisions, investment and efforts to support arts and culture throughout our communities.

HOW WE ENGAGED AND WHO CONTRIBUTED

We engaged with 179 community members and partners through community pop-ups, focus groups, interviews and a survey.

138

People engaged through 6 pop-ups across the Council area.

- Mathoura Visitor Centre
- Moama Market Place
- Barham Marray St
- Wakool Pub
- Moulamein Library
- Tooleybuc Sports Club

41

People engaged through small group interviews, 1:1 interviews, focus groups and a survey.

- Focus groups with councilors and teachers
- 1:1 interviews with targeted stakeholder from South West Arts, Regional Arts NSW, the creative community and key regional community committee members and local artists
- Small group interviews with key stakeholder from the tourism industry, the Heritage Committee in Moulamein, and the Golden Rivers Theatre Group in Barham
- A survey to stress test our strategy on a page with the community
- An online feedback session to stress test our strategy on a page with the community



TABLE OF CONTENTS

PART A – BACKGROUND

- A1. ABOUT US
- A2. COUNCIL'S ROLE IN SUPPORTING ARTS AND CULTURE
- A3. WHO WE ARE
- A4. KEY DEMOGRAPHICS AND STATISTICS
- A5. EMERGING ISSUES AND OPPORTUNITIES

PART B - OUR STRATEGY ON A PAGE

- B1. STRATEGY ON A PAGE

PART C – DETAILED STRATEGY AND ACTION PLAN

- C1. OUR BELIEF AND PURPOSE
- C2. OUR STRATEGIC OBJECTIVES
- C3. STRATEGIC PILLARS (SP) AND ACTION PLAN
 - SP01: GROWTH & SUSTAINABILITY
 - SP02: INDUSTRY
 - SP03: COMMUNITY & EMPOWERMENT
 - SD04: HERITAGE & ENVIRONMENT
- C4. OUR STRATEGIC ENABLERS
- C5. OUR GUIDING PRINCIPLES





PART A - BACKGROUND

A1. ABOUT US

OUR HISTORY

Murray River Council was formed in 2016, after the amalgamation of the former Murray Shire and Wakool Shire Councils. The local government area of Murray River covers an area of 11,865km², is home to more than 12,000 residents and is located in the southern Riverina, 800km south of Sydney and 205km north of Melbourne.

The main population centres include Barham, Mathoura, Moama, Moulamein, Murray Downs, Tooleybuc, and Wakool. Other settlements include Bunnaloo, Goodnight, Koraleigh, and Womboota.

Murray River Council has a wealth of physical features including majestic sweeping plains; magnificent stands of Redgum forests and is almost totally surrounded by the mighty Murray River and its tributaries. Our communities have a healthy arts and creative industries sector. We are home to a diverse artist population and contain an array of arts organisations and creative sector businesses. We also have significant history and heritage and a diverse community that is eager to participate in and engage with the arts.

In the Murray River area, you can find several active art communities, such as the Bridge Art Committee, and projects like the Silo Art Project in Barham, along with various galleries showcasing local talent and creativity. Presently, the Murray River Council funds projects, hosts cultural events and provides information about upcoming arts and cultural events.

Murray River Council recognises that arts and culture plays a crucial role in uniting diverse communities, promoting tourism and strengthening our social fabric. That's why we committed to develop this Arts and Culture Strategy in Council's Community Strategic Plan 2022-2032.



A2. COUNCIL’S ROLE IN SUPPORTING ARTS AND CULTURE

Alongside our partners, Murray River Council plays a range of roles in supporting our sector

<p>Cultural Planning</p> <p>Council develops cultural plans, strategies and policies that set out the vision for the sector. These plans guide decision-making, resource allocation and the integration of cultural and creative initiatives into broader community goals.</p>	<p>Cultural Infrastructure</p> <p>Council invests in and maintains cultural infrastructure, including galleries, museums, community centres, outdoor public spaces for events and activities to be held, and public art installations.</p>	<p>Funding and Grants</p> <p>Council allocates funds and provides grants to artists, cultural organisations, and community groups to support cultural initiatives, events, and projects. Council also invests its own funds and also sources grant funding to deliver arts and cultural events and activities.</p>
<p>Cultural Promotion</p> <p>We have a role to promote local artists and cultural events through marketing and public relations efforts. We may also organise and sponsor cultural festivals, exhibitions, and performances to engage the community.</p>	<p>Advocacy</p> <p>We advocate on behalf of our community to other levels of government for increased funding, resources, and support for their creative sector. We use our local knowledge to highlight specific challenges and needs.</p>	<p>Community Engagement</p> <p>We facilitate community engagement by involving residents in cultural planning, decision-making processes, and cultural development initiatives. We commit to reflecting the diversity and interests of our creative and wider community.</p>
<p>Public Art</p> <p>We acquire, commission and maintain public art projects, sculptures, murals, and installations that enhance the aesthetic appeal of our public spaces and contribute to the cultural identity of the community.</p>	<p>Cultural Education</p> <p>Support cultural education programs in schools, libraries, and community centres. These programs provide opportunities for residents, including youth, to develop their artistic skills and cultural awareness.</p>	<p>Heritage Preservation</p> <p>Council does important work to preserve and protect cultural heritage sites, historical buildings, and landmarks to ensure they are accessible for future generations.</p>

Page

A3. WHO WE ARE

IN 2021, IF MURRAY RIVER LGA WAS MADE UP OF 100 PEOPLE, THEN....



A4. KEY DEMOGRAPHICS AND STATISTICS

Murray River LGA's population is expected to grow modestly in the coming years – by 2,793 people (21.9%) between 2021 and 2036. Most of that growth will come from people aged 70 years and above.



A5. EMERGING ISSUES AND OPPORTUNITIES

BOOSTING CULTURAL TOURISM

Cultural tourism is widely recognised as a driving force for both economic and social growth. Our community has told us that they want to see more events and attractions, such as more live music and a more functional soundshell precinct.

We are fortunate to have different townships, each with their unique characteristics and appeal. Destination branding, promoting and connecting different towns through arts initiatives is seen as a way to stimulate cultural tourism and achieve economic growth across the LGA.

With sustainability in mind, proper planning is also imperative to ensure that the infrastructure can not only accommodate the additional footfall but also provide a seamless and pleasant experience for visitors and residents alike.

CONNECTION

Murray River townships are dispersed across a large geographical area, which can fragment our communities. Arts and culture can be an effective vehicle to connect people and communities in both a social and geographical sense.

Arts and cultural events offer a reason for the community to come together and share their experiences. With increasing prevalence of natural

disasters finding ways to bring the community together has proven vital to our wellbeing and resilience.

COMMUNITY EMPOWERMENT

Community empowerment and engagement of 'generation next' have emerged as a critical focus points. Our ageing volunteers have told us that much of the heavy lifting in community committees falls on their shoulders. We have an opportunity to work with these dedicated volunteers to make it easier and more desirable for younger generations to be actively involved in building their communities. We want to promote the active involvement of a diverse range of members and perspectives. This includes engaging young people and emerging artists in planning and decision making now, to ensure a smooth transition in leadership roles in the future.

In general, removing red-tape and administrative burdens would empower volunteers to be more involved.

MORE INCLUSIVE AND CREATIVE OPPORTUNITIES

Historically, sports and agriculture have dominated and been celebrated in our community. The community has called for us to celebrate and provide spaces for people with wider interests, including diverse creative expression.

The community also demands that arts and cultural activities and spaces are inclusive of all people in our

community with regard to interests, cultural backgrounds, ages and abilities.

We know that the creative economy is growing. Between between 2016 and 2021 the total creative employment in Australia grew 50% faster than the rest of the workforce. Stimulating and supporting creative career pathways can be both a social and economic advantage for the community.

UNIQUE REGION AND HISTORY

Murray River is endowed with natural beauty and a rich cultural history – including that of traditional owners, our agricultural past and veteran stories. Celebrating these elements brings a sense of pride in the region's identity and ensures that the stories of the past continue to inspire and educate future generations.

The region has undergone recent shifts with people migrating from major cities, risking gentrification. The community has told us they want to balance the benefits of progress and development with the preservation of the regions' traditions and cultural values.

There's a passionate call to amplify the art and voices of the First Nations people in the region. Recognising their deep connection to the land and its history, there's a strong appetite to create more platforms and avenues where First Nations people's art, stories, and traditions can be showcased prominently.



PART B - OUR STRATEGY ON A PAGE



MURRAY RIVER COUNCIL
ARTS & CULTURE STRATEGY

Strategy on a Page - 2024-2034

WE BELIEVE arts and culture make our community more connected, healthier, and economically stronger.

OUR PURPOSE is to realise this belief in our community through a holistic approach that involves all Council departments. We do this through enabling strategic partnerships and community initiatives to bring people together, improve our local economy, and create a thriving community.

By 2034, our community will have a vibrant arts and culture scene, where diverse and inclusive experiences are realised through Council and the community working closely together to create a thriving and prosperous cultural landscape.

OUR 10 YEAR STRATEGY TO ENHANCE OUR IMPACT WILL FOCUS ON 4 PILLARS

GROWTH & SUSTAINABILITY	INDUSTRY	COMMUNITY EMPOWERMENT	HERITAGE & ENVIRONMENT
Cultural tourism is thriving.	We have a diverse range of arts and culture opportunities that are available and accessible to all throughout the region.	We leverage and empower our engaged community.	We work with our community to preserve the heritage of our region.
Our unique communities are connected and we have a strong, unified cultural identity.	Our community is aware of the diverse arts and culture opportunities available throughout the region.	We have strong communication with our community, and we foster genuine relationships with them.	We are proud of our First Nation's cultural connection to our region and enable their stories to be shared.
Arts and culture is embedded across all strategic plans for Council.	We have a thriving creative industry that is built on increased capacity and opportunity for our youth.	We collaborate with our community to utilise public and private spaces in innovative ways.	We capitalise on the natural beauty of our environment and work with the community to conserve it.

OUR PILLARS WILL BE ENABLED BY...

COMMUNICATION PARTNERSHIPS INTERNAL COLLABORATION EDUCATION TECHNOLOGY

OUR GUIDING PRINCIPLES

COMMUNITY-LED RESPECTFUL INCLUSIVE CREATIVE & INNOVATIVE VISIONARY AGILE

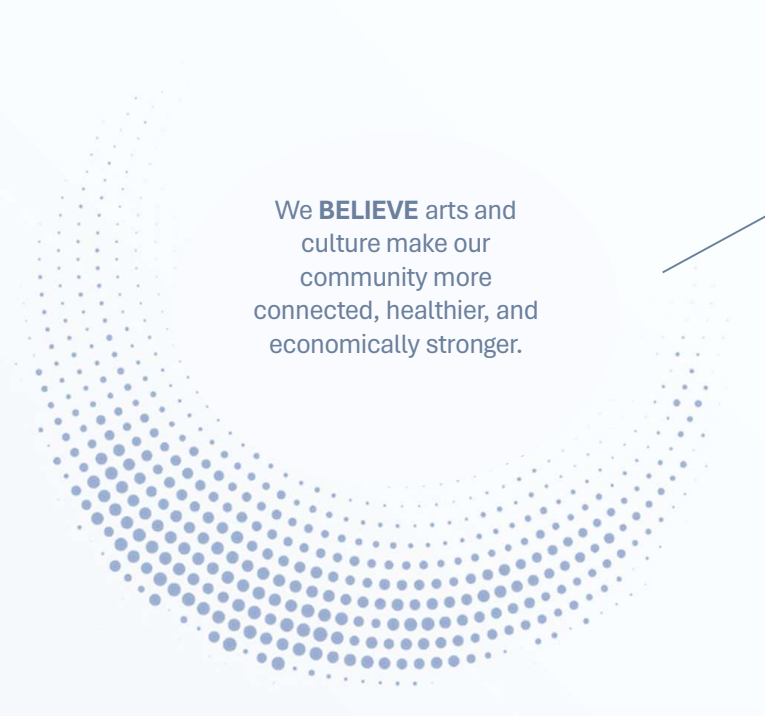


PART C - OUR DETAILED STRATEGY AND ACTION PLAN

C1. OUR BELIEF AND PURPOSE

Our belief statement articulates the vision of the world we want to live in. It shares what we believe should be true of the world and is the highest statement of our strategic direction.

Our purpose outlines the role Murray River Council plays in realising this belief and clearly details the direction for the arts and culture strategy for the next ten years.



We **BELIEVE** arts and culture make our community more connected, healthier, and economically stronger.

OUR **PURPOSE** is to realise this belief in our community through a holistic approach that involves all Council departments. We do this through enabling strategic partnerships and community initiatives to bring people together, improve our local economy, and create a thriving community.

Page

C2. OUR STRATEGIC OBJECTIVE

Our Belief is our shared vision for the future, and our Purpose represents the part we play in making this vision a reality. Realising our part in this vision will take sustained effort over time and so we have set out this goal for the next part of our journey, from 2024 to 2034.

“By 2034, our community will have a vibrant arts and culture scene, where diverse and inclusive experiences are realised through Council and the community working closely together to create a thriving and prosperous cultural landscape.”

We will work with our communities and partners to listen, co-design and deliver services that meets their needs and requirements. We want to empower our communities.

Our primary objective is to establish Murray River Council as a premier destination for arts and culture where our community feels welcomed, respected and engaged with each other and Murray River Council

We also recognise that in order to achieve this transformation, we will focus on four priority areas. These priorities are the pillars of our strategy:

Our Strategic Pillars

- 1 Growth & Sustainability**
- 2 Industry**
- 3 Community & Empowerment**
- 4 Heritage & Environment**

C3. STRATEGIC PILLAR 1: GROWTH & SUSTAINABILITY

This pillar aims to drive economic growth through the promotion of cultural tourism and local events, leveraging the unique identity of the Murray River LGA and its towns. The focus is on strategic investment across the Council area that aligns with the local identity and capacity, ensuring sustainable economic benefits.

Outcome 1.1: Cultural tourism is thriving

What will we do:

- 1.1.1 Continue to support and deliver arts and cultural events.
- 1.1.2 Continue to develop arts and cultural tourism products.
- 1.1.3 Continue to support and facilitate private arts and cultural tourism product development.
- 1.1.4 Council departments continue to work together and with event organisers to ensure safe and compliant events.
- 1.1.5 Development Services continue to support Economic Development with any planning and building specific requirements, relating to arts and cultural tourism products and events.
- 1.1.6 Engineering continue to work with Economic Development to ensure safe and compliant traffic management processes are in place for arts and cultural events.
- 1.1.7 Continue to promote arts and cultural events and tourism products to potential and existing visitors to increase visitation and length of stay.

Outcome 1.2: Our unique communities are connected, and we have a strong, unified cultural identity

What will we do:

- 1.2.1 Continue to build on Council’s connected destination branding (Visit River Country).
- 1.2.2 Deliver the River Country Art Trail project.
- 1.2.3 Facilitate connections and collaboration between arts and culture groups within our community.

Outcome 1.3: Arts and culture is embedded across all strategic plans for Council.

What will we do:

- 1.3.1 Align arts and culture initiatives within Council's Disability Inclusion Action Plan (DIAP).
- 1.3.2 Align arts and culture initiatives within Council’s Economic Development Strategy.
- 1.3.3 Align arts and culture initiatives within Council’s Health and Wellbeing Strategy.
- 1.3.4 Align arts and culture initiatives within Council's Heritage Strategy.

C3. STRATEGIC PILLAR 2: INDUSTRY

This pillar is dedicated to creating and promoting a wide range of cultural and creative opportunities accessible to everyone, regardless of age, ability or cultural background. It aims to balance the region's sports-centric culture by showcasing and supporting alternative cultural activities and creative career paths, leveraging the talent and experience of local creatives.

Outcome 2.1: We have a diverse range of arts and culture opportunities that are available and accessible to all throughout the region

What will we do:

- 2.1.1 Continue to invite local artists to participate in any relevant arts and culture opportunities (e.g. Moama Lights).
- 2.1.2 Continue to work with South West Arts to create a range of arts and culture opportunities for residents.
- 2.1.3 Complete audit of relevant Council infrastructure to assess accessibility (as noted in Council's DIAP).

Outcome 2.2: Our community is aware of the diverse arts and culture opportunities available throughout the region.

What will we do:

- 2.2.1 Develop a Community Directory.
- 2.2.2 Continue to find innovative ways to promote arts and culture opportunities.

Outcome 2.3: We have a thriving creative industry that is built on increased education and visibility of creative career pathways, particularly for our youth.

What will we do:

- 2.3.1 Continue to engage youth in arts and culture programs.
- 2.3.2 Showcase potential careers to young people through cultural events – e.g. work experience, artwork, musical performances, youth activities.
- 2.3.3 Encourage inclusion of creative professionals in careers expos.
- 2.3.4 Engage with South West Arts to deliver programs that showcase creative industries (e.g. podcast workshops during Youth Week).
- 2.3.5 Work with Campaspe Cohuna Local Learning and Employment Network (CCLLEN) and careers councilors to ensure creative industries are considered in relevant careers planning activities and programs.

C3. STRATEGIC PILLAR 3: COMMUNITY EMPOWERMENT

This pillar focuses on enhancing engagement and communication between the council and the community and fostering strategic partnerships for resource optimisation. Our aim is to empower communities, enabling them to take initiative and effectively collaborate with the council.

Outcome 3.1: We leverage and empower our engaged community.

What will we do:

- 3.1.1 Continue to support and educate our community groups on how to obtain funding, to deliver arts and culture activities.
- 3.1.2 Deliver Council's Museum Advisor Program.
- 3.1.3 Promote Council's Local Heritage program.
- 3.1.4 Support the community through Council's event approval process, project delivery and promotion.
- 3.1.5 Support our community groups to develop and deliver their arts and cultural priority projects and activities.
- 3.1.6 Continue membership of South West Arts.

Outcome 3.2: We have strong communication with our community, and we foster genuine relationships with them.

What will we do:

- 3.2.1 Continue to meet with and support our community groups and their needs.
- 3.2.2 Increase use of community engagement project plans.
- 3.2.3 Engage our community to provide open feedback on arts and culture projects.

Outcome 3.3: We collaborate with our community to utilise public and private spaces in innovative ways.

What will we do:

- 3.3.1 Continue to maintain and promote community facilities for public use and ensure spaces are accessible.
- 3.3.2 Continue to seek funding opportunities to enhance community facilities.
- 3.3.3 Encourage private businesses to utilise their buildings to showcase local art and hold creative and cultural events.

C3. STRATEGIC PILLAR 4: HERITAGE & ENVIRONMENT

This pillar is dedicated to preserve and capitalise on the rich history and natural beauty of our region. The aim is to preserve heritage, integrate arts and culture through the natural environment, and celebrate and share the stories of First Nations.

Outcome 4.1: We work with our community to preserve the heritage of our region.

What will we do:

- 4.1.1 Continue to deliver Council’s Heritage Advisor Service.
- 4.1.2 Continue to deliver Council's Museum Advisor Program.
- 4.1.3 Continue to work with our community on heritage tourism product development.
- 4.1.4 Continue to provide support to heritage groups.
- 4.1.5 Align Councils Heritage Strategy with the Arts & Culture Strategy.

Outcome 4.2: We are proud of our First Nations’ cultural connection to our region and enable their stories to be shared.

What will we do:

- 4.2.1 Continue to acknowledge First Nations’ culture at events.
- 4.2.2 Consider arts and culture in the Council Reconciliation Action Plan.
- 4.2.3 Support Yorta Yorta Nations Aboriginal Corporation with development in Barmah.

Outcome 4.3: We capitalise on the natural beauty of our environment and work with our community to conserve it.

What will we do:

- 4.3.1 Continue to maintain and promote Council interpretive walks.
- 4.3.2 Ensure appropriate consideration through adequate planning control measures where applicable.
- 4.3.3 Support local environmental groups on projects, as required.

C4. ENABLERS

The following enablers are critical for us to achieve our strategy

COMMUNICATION

Clear and effective communication is essential for the success of the Arts & Culture Strategy, addressing gaps with internal as well as external connections. Strengthening communication channels will enhance awareness, engagement, and support for arts and cultural initiatives across the Council area.

EDUCATION

Education serves as a cornerstone, enlightening both internal and external stakeholders about the important role arts and culture play in community development. By raising awareness and understanding, the strategy aims to stimulate widespread support and appreciation for arts and cultural initiatives.

PARTNERSHIPS

Building strategic partnerships with local organisations, businesses, and community groups is a key enabler. Collaborative efforts will amplify the impact of arts and cultural programs, creating a network of support that enriches the creative and cultural landscape of the Murray River region.

TECHNOLOGY

Embracing technology as an enabler enhances the accessibility and impact of arts and culture initiatives. Utilising digital platforms, innovative tools, and virtual experiences will not only broaden audience reach but also modernise the delivery and promotion of cultural events throughout the Murray River community.

INTERNAL COLLABORATION

Internal collaboration within the council is vital for the seamless integration of arts and culture into broader Council initiatives. Working cohesively with other departments ensures a unified approach, maximising resources and fostering a culture of creativity and innovation.

COUNCIL RESOURCES

Murray River Council recognises the critical need for strategic allocation of budget and staff time towards the Arts & Culture Strategy. We are dedicated to optimising these valuable resources with creativity and efficiency, ensuring our strategic goals are achievable and sustainable within our means.

C5. OUR GUIDING PRINCIPLES

The following principles underpin everything we do and will guide our activities, investment and decisions.

COMMUNITY-LED

Embracing a community-led approach ensures that the diverse voices and perspectives within the Murray River LGA are actively involved in shaping the Arts & Culture Strategy. By empowering the community to take the lead, we foster a sense of ownership and create cultural initiatives that resonate authentically with the people we serve.

CREATIVE & INNOVATIVE

Encouraging a culture of creativity and innovation drives the Arts & Culture Strategy forward. By embracing new ideas, technologies, and artistic expressions, we strive to generate innovative solutions and efficient and creative use of resources to maximise their impact.

INCLUSIVE

The strategy prioritises inclusivity, striving to make arts and culture accessible to all members of the community. By embracing diversity and promoting equal participation, we enrich the cultural fabric of Murray River LGA, ensuring that everyone feels represented and welcomed in the artistic experiences our region has to offer.

VISIONARY

A visionary outlook shapes the Arts & Culture Strategy, guiding us towards a future where the arts play a central role in community development and identity. By envisioning a dynamic and vibrant cultural landscape, we aim to inspire lasting positive change, fostering a legacy of creativity that transcends current boundaries and captivates future generations.

RESPECTFUL

A foundation of respect underpins our approach to arts and culture, acknowledging the rich heritage and traditions of communities in our council area. This enabler ensures that artistic endeavours honour local histories, indigenous cultures, and the broader community, fostering an environment where creativity flourishes with due regard for the values and identity of our residents.

AGILE

The strategy adopts an agile approach to navigate the ever-evolving landscape of arts and culture. By staying adaptable and responsive to changing needs, trends, and opportunities, we ensure that our initiatives remain relevant and effective, fostering a cultural ecosystem that can swiftly adjust to the dynamic demands of the community.



Murray River Council
PO Box 906
Moama NSW 2731
P: 1300 087 004
E: admin@murrayriver.nsw.gov.au
W: www.murrayriver.nsw.gov.au

