



murray river  
council

# **ATTACHMENTS**

**UNDER SEPARATE COVER**

**Ordinary Council Meeting**

**Tuesday, 26 September 2023**



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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**

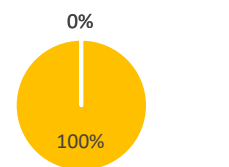
**PART A: Section Accountabilities and Team Roles**

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&amp;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 &amp; 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"> <li>• Recruitment and selection of all staff.</li> <li>• Retention of valuable employees.</li> <li>• Training, development, and education to promote individual success and increase the contribution to MRC of all employees.</li> <li>• Succession Planning</li> <li>• A safe and healthful working environment.</li> <li>• Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.</li> <li>• Resources for administering compensation, benefits, policies, and procedures.</li> <li>• All aspects of performance management</li> <li>• HR data and metrics</li> </ul>	<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"> <li>• Purpose</li> <li>• Alignment</li> <li>• Clarity</li> <li>• Trust (Empowerment)</li> <li>• Measurement</li> <li>• Manage</li> <li>• Improve</li> <li>• Celebrate.</li> </ul> <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



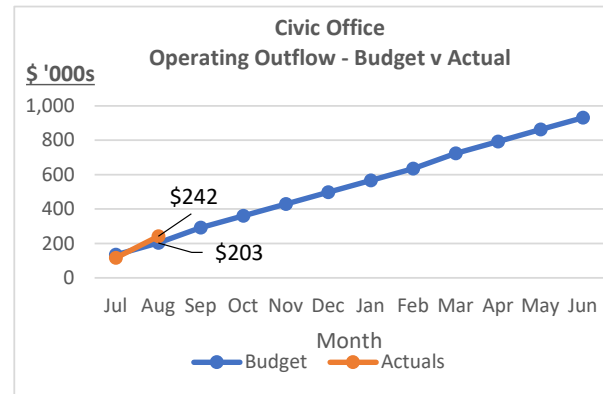
Under the 4-year Delivery Plan and the Accountabilities Framework, the Civic Office manages the Administration’s overall; corporate performance and corporate affairs; public and intergovernmental relations; media, marketing, and external communications; the reporting frameworks; community advocacy; mayoral 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		
<b>Theme 2 – Goal 2 – Continue to be a trusted and ethical leader that leads by example</b>									
<b>2.5 – Leadership that is trusted, capable and collaborative</b>									
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. 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.	●

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	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).	●
<b>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community)</b>									
<b>4.5 – Indigenous Recognition</b>									
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.	●
<b>Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.</b>									
<b>7.4 – Improve Housing Affordability</b>									
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	✓		✓		<i>(Completed. Refer to June 2022 MOR for 2021/2022).</i>	
<b>Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities</b>									
<b>7.5 – Enable Smart Agriculture</b>									
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. <i>New grant application (via Telstra) progressing.</i>	●
<b>Theme 7 – Goal 4 – Monitor and assess emerging global technology trends</b>									
<b>7.12 – Be prepared to leverage emerging technologies for Economic &amp; Community Development</b>									
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.	●
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**

Working Towards a Sustainable MRC Project: The Revenue Taskforce Project, Phase 2 has commenced with the successful development of the infographic and video clip explaining the process and the appointment (internal) of the new position of a Strategic property Specialist.

Mr Chris Godfrey has commenced his new role as Strategic Property Specialist. This month’s edition of Murray Matters highlights the project.

**PART E: Business as Usual**

Council with NEMA (Fed) and the Reconstruction Authority (State) to highlight the current challenges faced with approving and reconciling the (internal) expenditure related to the Disaster Recovery Funding Arrangements, as well as the gaps in policies designed as externally facing.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
Multiple dates	TransGrid VNI West disruption	. Advocacy, submission to Parliamentary enquiry, submission to TransGrid, media.	●●●

*Risk Management*

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

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Mayoral Minute - Council endorse the appointment of an interim Chief Executive Officer to cover for leave taken by Mr Terry Dodds, CEO Murray River Council	<a href="#">360823</a>	<p><b>RESOLUTION 360823</b></p> <p>Moved: Cr Frank Crawley</p> <p>That Council endorse the appointment of an interim acting personnel in the position of Chief Executive Officer during the period that Mr Terry Dodds is on leave.</p>	Bilkey, Chris	●



That Council:
1. Endorse the appointment of Mr Jack Bond as interim Chief Executive Officer for the period from [REDACTED] to [REDACTED]
<b>CARRIED</b>
<b>11 Sep 2023 5:35pm Leyonhjelm, Lindy - Completion</b>
Completed by Leyonhjelm, Lindy on behalf of Bilkey, Chris (action officer) on 11 September 2023 at 5:35:36 PM - completed

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Motions to be submitted for LGNSW Annual Conference	<a href="#">040823</a>	<p><b>RESOLUTION 040823</b></p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Review the recommended motions to be submitted to the Local Government NSW (LGNSW) Annual Conference, and;</li> <li>Agree on the motions that are to be submitted to be included in the papers for the LGNSW Annual Conference that assists and advocates for Murray River Council and the state of NSW.</li> </ol>	Leyonhjelm, Lindy	●
<b>11 Sep 2023 12:20pm Leyonhjelm, Lindy</b>					
Motions have been submitted to LGNSW Portal and confirmation emails have been received for each motion					
<b>11 Sep 2023 12:21pm Leyonhjelm, Lindy - Completion</b>					
Completed by Leyonhjelm, Lindy (action officer) on 11 September 2023 at 12:21:32 PM - completed					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Confirmation of Minutes - Ordinary Meeting held on 25 July 2023 of Murray River Council	<a href="#">020823</a>	<p><b>RESOLUTION 020823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Kron Nicholas</p> <p>That the minutes of the Extra Ordinary Meeting of Murray River Council held on 25 July 2023 be confirmed as a true and correct record.</p>	Leyonhjelm, Lindy	●
<b>07 Sep 2023 12:20pm Leyonhjelm, Lindy - Completion</b>					
Completed by Leyonhjelm, Lindy (action officer) on 07 September 2023 at 12:20:16 PM - Resolved at Council					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Setting the dates, times and places for the Ordinary Council meetings including October 2023 through to and including September 2024	<a href="#">060823</a>	<b>RESOLUTION 060823</b>	Leyonhjelm, Lindy	●

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<p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Thomas Weyrich</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>set the Ordinary Meetings of the Murray River Council dates for the months of October 2023 through to and including September 2024, with the date of 26 September 2023 having been set the August 2022 meeting.</li> <li>make allowances for a minimum of two (2) Ordinary Meetings of Council to be held at other sites within Murray River Council LGA.</li> <li>consider public holidays that may affect the schedule of meetings when setting the dates for each meeting.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p> <p>07 Sep 2023 12:20pm Leyonhjelm, Lindy - Completion</p> <p>Completed by Leyonhjelm, Lindy (action officer) on 07 September 2023 at 12:20:36 PM - Resolved at Council</p>
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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Council Operations Shutdown - Christmas 2023 / New Year 2024 Period	<a href="#">050823</a>	<p><b>RESOLUTION 050823</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Ann Crowe</p> <p>That the Council notes the action of the Chief Executive Officer in making appropriate arrangements for Council’s operational shutdown over the Christmas 2023/New Year 2024 period, to the public, from close of business on Wednesday 20 December 2023 to business open on Tuesday 2 January 2024 inclusive. Staff will be attending a Council wide Christmas function on Thursday 21 December and shutdown will commence as of close of business that day.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Leyonhjelm, Lindy	●
<p>07 Sep 2023 12:20pm Leyonhjelm, Lindy - Completion</p> <p>Completed by Leyonhjelm, Lindy (action officer) on 07 September 2023 at 12:20:47 PM - Resolved at council</p>					

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/07/2023	LGNSW Annual conference attendees and motions to be submitted	<a href="#">040723</a>	<p><b>RESOLUTION 040723</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Agree and confirm that the CEO, Mayor, and other Councillors attending the LGNSW Annual Conference being held 12 – 14 November 2023 at Rosehill Gardens Resort.</li> <li>Confirm number and names of Councillors attending the conference to register attendees prior to 29 September 2023 to take advantage of the early bird special.</li> </ol>	Leyonhjelm, Lindy	●



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Attendees – Mr Terry Dodds, Cr Chris Bilkey, Cr Frank Crawley & Cr Thomas Weyrich

3. Council will agree and resolve the motions to be submitted to the LGNSW Annual conference at the 22 August 2023 Ordinary Meeting of Council.
4. Voting delegates to be confirmed for the Annual Conference and submitted by 17 October 2023

**CARRIED**

Mr Terry Dodds to make note and request when submitting motions that the items submitted be allocated enough time to be discussed at the conference, which is the main reason the motions are submitted.

**03 Aug 2023 9:26am Leyonhjelm, Lindy**  
Cr Ann Crowe is an additional attendee to the conference. In the process of booking the tickets and will book flights and accommodation for all attendees.

**07 Sep 2023 12:22pm Leyonhjelm, Lindy**  
Tickets have been purchased for the LGNSW Annual General Conference as resolved - Crs Crawley, Weyrich & Crowe and Mr Terry Dodds

**07 Sep 2023 12:22pm Leyonhjelm, Lindy**  
LL to organise flights and accommodation in early October for the attendees

**07 Sep 2023 12:23pm Leyonhjelm, Lindy - Target Date Revision**  
Target date changed by Leyonhjelm, Lindy from 08 August 2023 to 10 October 2023 - Organise flights & accommodation for attendees in early October

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Notice of Motion - That Murray River Council will provide advocacy on behalf of our community members who are potentially affected by the VNI West high voltage transmission, Option 5A	<a href="#">280823</a>	<p><b>RESOLUTION 280823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That Murray River Council will provide advocacy on behalf of our community members who are potentially affected by the VNI West high voltage transmission, Option 5A. MRC will advocate that Option 5A should only proceed under the circumstance that the transmission line is routed underground, and not as the overhead high voltage transmission line which is currently proposed.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Gorey, Neil	●

Council resolutions outstanding outside 3 months

Council 26/10/2021	Notice of Motion - That MRC lobby all Local Government Area's adjacent to the Murray River, to request a fully independent report into the causes and long-term impacts of erosion and bank slumping...	<a href="#">241021</a>	<p><b>MOTION</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council lobby all Local Government Area's adjacent to the Murray River, to request a fully independent report into the causes and long-term impacts of erosion and bank slumping which is occurring along the length of this river.</p> <p>At 4:29 pm, Cr Tony Aquino left the meeting.</p> <p><b>RESOLUTION 241021</b></p>	Dodds, Terry	●
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	<p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Geoff Wise</p> <p>Council seek a report identifying the causes and extent of long term erosion and bank slumping with a view to seeking funds for reparation of the same.</p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Ann Crowe, Neil Gorey, Alan Mathers, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Cr Gen Campbell</p> <p style="text-align: right;"><b>CARRIED 7/1</b> <b>CARRIED</b></p>
<p><b>12 Nov 2021 2:46pm Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Harvie, John by Leyonhjelm, Lindy - John to initiate investigation into the report</p> <p><b>12 Jan 2022 11:01am Harvie, John</b></p> <p>Researching suitable consultants before contacting other councils.</p> <p><b>08 Feb 2022 7:42am Harvie, John</b></p> <p>Desk top research commenced</p> <p><b>07 Mar 2022 3:21pm Harvie, John</b></p> <p>Report being prepared for council</p> <p><b>11 May 2022 11:18am Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Change of personnel</p> <p><b>12 Jul 2022 4:46pm Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Harvie, John by Leyonhjelm, Lindy - JH to complete</p> <p><b>13 Sep 2022 8:21am Harvie, John</b></p> <p>Work in progress</p> <p><b>29 Nov 2022 4:00pm Leyonhjelm, Lindy</b></p> <p>John Harvie in process of sending letter to other Council Areas</p> <p><b>20 Feb 2023 8:57am Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Fernando, Stephen by Leyonhjelm, Lindy - Stephen to discuss option of going to Country Mayors Association meeting and/or LGNSW</p> <p><b>07 Jun 2023 10:55am Fernando, Stephen - Reallocation</b></p> <p>Action reassigned to Dodds, Terry by Fernando, Stephen - Terry, further to the conversation yesterday, you will speak to Cr. Gorey to suggest an amendment.</p> <p><b>09 Jun 2023 2:34pm Leyonhjelm, Lindy</b></p> <p>Terry Dodds to work with Cr Gorey to move forward with lobbying for report</p> <p><b>10 Aug 2023 4:22pm Leyonhjelm, Lindy</b></p> <p>Terry Dodds spoke to Cr Neil Gorey to adjust the Notice of Motion to do a desktop research and uncover what investigations and actions have been taken so far in regards to this issue.</p>	

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 9/05/2023	Mayoral Minute - OPPOSITION TO EMERGENCY SERVICES LEVY	<a href="#">010523</a>	<p><b>RESOLUTION 010523</b></p> <p>Moved: Cr Frank Crawley</p> <p>Seconded: Cr Geoff Wise</p>	Dodds, Terry	●

That Murray River Council (Council) resolve to write to the Minister for Local Government, the Hon. Ron Hoenig, MP, and the Minister for Emergency Services, The Hon. Jihad Dib, MP, expressing its strong opposition to the proposed removal of the Emergency Services Levy (ESL) subsidy, using the preferred template issued by Local Government NSW (LGNSW) to all NSW Councils for this purpose.

CARRIED

**06 Jun 2023 10:35am Fernando, Stephen**

The letters to the Ministers will be drafted and sent out by 30 June 2023.,

**07 Jun 2023 10:56am Fernando, Stephen - Reallocation**

Action reassigned to Dodds, Terry by Fernando, Stephen - Terry, As discussed yesterday, you will draft and send the letters related to this resolution.

**09 Jun 2023 2:36pm Leyonhjelm, Lindy**

Waiting on impact costs to finalise letter

**03 Aug 2023 9:43am Leyonhjelm, Lindy**

Terry Dodds has discussed this in length as there has been a number of notices from NSW Gov that this will continue and it will not be able to be overturned. It appears that the government stands firm on their decision

**03 Aug 2023 9:45am Leyonhjelm, Lindy - Completion**

Completed by Leyonhjelm, Lindy on behalf of Dodds, Terry (action officer) on 03 August 2023 at 9:44:52 AM - No further action required

**03 Aug 2023 9:45am Leyonhjelm, Lindy - Notification**

Dodds, Terry (first authoriser) notified by Leyonhjelm, Lindy on behalf of Dodds, Terry (action officer) on 03 August 2023 at 9:45:06 AM, Sent to Terry Dodds for authorisation, Notified by Lindy Leyonhjelm

**11 Sep 2023 5:03pm Leyonhjelm, Lindy**

TD was advised by a senior consultant to OLG to strongly reconsider motion. TD discussed with Mayor and will assess the risk to make singular representation vs representation through Country Mayors or LGNSW. New report to go to Sept 2023 Council meeting

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

1. The Deputy Secretary of the Office of Local Government (OLG) , Mr Brett Whitworth, and Council Liaison Officer, Mr Cameron Templeton, recently visited council as part of their wider tour of Riverina and Murray LGAs.

Discussions centred around:

- Internal Audit and Risk Committee changes.
- The direction the Minister for Local Government is taking.
- RFS (red fleet) asset depreciation
- Emergency Services Levy increase
- Local Government Election cost increase
- External audit cost increase
- Mathoura Retirement Village
- Financial sustainability project (the video)
- The Accountability Framework

The post meeting feedback from the Council Liaison Officer (OLG) was extremely positive and encouraging.

2. Transgrid.

a) Council presented to the Legislative Assembly's enquiry into the Feasibility of undergrounding the transmission infrastructure for renewable energy projects.

<https://www.parliament.nsw.gov.au/lcdocs/submissions/80723/0299%20Murray%20River%20Council.pdf>

b) As part of our advocacy process Council has made the following submission to Transgrid:

Murray River Council is throwing support behind calls for the proposed VNI West transmission line to be routed underground.

This follows wide-spread community concern for the current proposed pathway which would see a series of high voltage transmission lines traverse through valuable agricultural land near Moulamein.

Council understands there is a desire for renewable energy initiatives, the infrastructure to support this needs to offer the least amount of impact to the local area.

The infrastructure is proposed to be constructed on high value irrigated cropping land, which is one of our region's largest economic drivers. Council has concerns that this may threaten the use of this high value land by restricting agricultural activities around the proposed transmission infrastructure, drastically impacting the livelihood of primary producers.

Building energy connectors underground could potentially avoid impacts on farming.

The cost-benefit analysis in the short-term may be quite different to long-term, but the economic and social outcomes for the community would be far more positive.

Murray River Council is situated to the north of the REZ Zone in Victoria near Kerang, to the south of the REZ Zone near Hay, and southwest of Dinwan Substation connection point near Deniliquin with the main Wagga Wagga-to-South Australia transmission line running roughly parallel to Murray River Council in the north.

Residents are surrounded by renewable energy projects on all fronts, which means we are in line for the inevitable disruption brought about by the delivery of transmission infrastructure.

It will not be a win-win for Murray River Council. We will, more accurately, be collateral damage.

In finalising the proposed route and infrastructure, Council is calling on the State and Federal Governments to carefully consider the huge economic and personal impacts on potentially affected landholders.

Council is not in denial that the line will cross Murray River Council somewhere and therefore we don't have a great deal of choice but to look at the 'least worst' option. Hence, Murray River Council is advocating for the lines to go underground.

c) Council's media release, as follows:

<https://www.murrayriver.nsw.gov.au/Council/News/Media-releases/Council-calls-for-transmission-line-to-be-routed-underground>

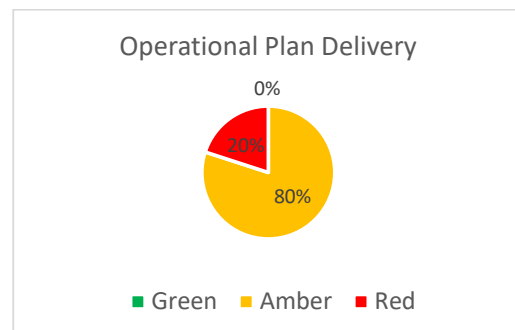
#### **PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

The VNI West Transmission line and the Federal Government's stance on the 450 Gigalitre water buy back are both high risk to Murray River Council.

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 &amp; 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>	
Accountabilities		Accountabilities	
<i>SBPO</i>	<i>Accountability</i>	<i>SBPO</i>	<i>Accountability</i>
B	Community Strategic Plan	P	External Communications
B	External Communications Development & Management	P	Website Development
B	Internal Communication	P	Election Communications
B	Council Branding & Corporate Image	P	Branding and Corporate Image
B	Community Engagement	P	Internal Communications
B	Website and Intranet	O	Corporate Advertising
B	Social Media	O	Council Branding and Corporate Image
B	Community Education	O	Internal Communication
P	Stakeholder Engagement for Strategic Planning	O	External Written Communication
P	Social Media Development	O	Community Newsletter
P	Community Engagement	O	Council Publications internal printing services
P	Community Education	O	MRC Social Media
O	Your Say Website	O	MRC Media Management
O	Community Strategic Plan	O	MRC Website
O	MRC Community Stakeholder Engagement		
O	Community Education		

**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

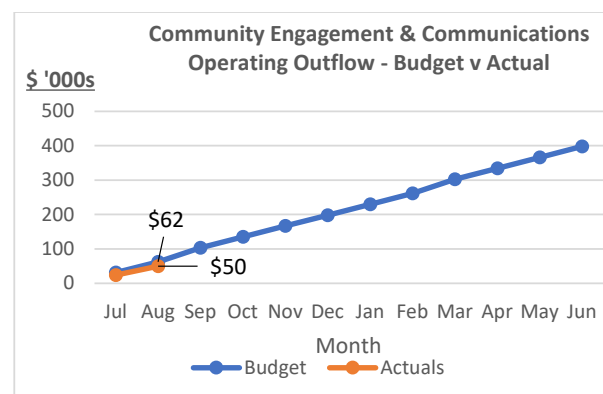
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 4 - Increased awareness and education for environmental sustainability</b>									
<b>1.8 – Develop an education program focusing on Council Services</b>									
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		✓	✓	✓	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	✓	✓	✓	✓		●
	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	✓	✓	✓	✓	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	✓	✓	✓	✓		●
	Deliver, Partner	(DP 1.8.6) Develop an education program focusing on Council service - Weeds and biosecurity	B: MCE P: PGOSB O: MCE	✓	✓	✓	✓	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				✓		
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.6 – Improve externally provided information and communication.</b>									
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 - Increase online and offline event frequency to communicate and drive outcomes - Snap Send Solve - Continue digitisation of externally available services	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.	●

murray river council Monthly Operational Report – August 2023 **Community Engagement and Communication**

	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 - 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)	
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
2.8 – Community and Council collaboration									
Increased interaction with Communities. (S CEO)	Deliver	(DP 2.8.1.) Review and update Councils Community Engagement Framework. - 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	✓	✓			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.	●
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
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.	●
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
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. - 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).

**Annual Report**

Commenced and 80% complete. The Annual Report is developed in partnership with the Governance portfolio.

**PART E: Business as Usual**

Campaigns run during the month	Comments
Campaigns	<ul style="list-style-type: none"> <li>Positions Vacant – Parks and Gardens Attendant (Barham), Cadet Town Planner, Senior town Planner (Statutory), Senior Strategic Planner, Strategic Statutory Planner</li> <li>Customer Service –changes to services due to system change over, new look bills – check your account numbers,</li> <li>Library – mobile library on the road</li> <li>Road closure – Speewa Ferry out of service (12 Sept – 3 Nov 2023) early advice</li> <li>Walking Tracks / Footpaths – Moama footpath Perricoota Road began construction</li> <li>ReShares / other lead agency information – Murray NSW SES – Moulamein Flood follow up session, Service NSW visit for Tooleybuc, Red Cross - Being Your Best You” FREE workshop Bridge Lift notifications – multiple across the month. ,</li> <li>Community Grants now open</li> <li>Waste update – timelapse video of Cell 5 construction, temporary site closures, free disposal of flood affected waste concluded 11 August, Goodnight Landfill permanent closure advice,</li> <li>Water – Moulamein filtered water interruption,</li> <li>Biosecurity –have you seen any Frogbit?</li> <li>Compliance – dogs under effective control, Fire Hazard Reduction education and awareness, Importance of microchipping, reunited cat and owner (10months) after cat was lost during floods.</li> <li>Small Business Month Breakfast Event (ticket sales)</li> </ul>
Collateral and promotional material	<ul style="list-style-type: none"> <li>Continue work on Sustainable MRC project (working title) – Working towards a Sustainable MRC (final title) - See above Project Status.</li> <li>Development of Bridge Lift poster (in QR code) for distribution to non-government / emergency service agencies – to be displayed in Newsagency / Post office / Shop windows.</li> <li>Goodnight Landfill closure signage and flyers</li> <li>Library Holiday Program flyers</li> <li>Rates spend brochure (what you get for every \$100 of rates spend)</li> </ul>



murray river council Monthly Operational Report – August 2023 Community Engagement and Communication

<p>Proactive Media Outreach (media releases / interviews / advertisements / social media posts)</p>	<ul style="list-style-type: none"> <li>• 40 social media posts</li> <li>• 9 media releases</li> <li>• 2 fortnightly update features</li> <li>• xx Visits to MRC website (to be reported on once reporting mechanism is in place).</li> </ul>	<table border="1"> <caption>Chart Data</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></td> <td></td> </tr> <tr> <td>October</td> <td></td> <td></td> </tr> <tr> <td>November</td> <td></td> <td></td> </tr> <tr> <td>December</td> <td></td> <td></td> </tr> <tr> <td>January</td> <td></td> <td></td> </tr> <tr> <td>February</td> <td></td> <td></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			October			November			December			January			February			March			April			May			June		
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<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 August were</p> <ul style="list-style-type: none"> <li>• Meninya Street Upgrade</li> <li>• Housing Strategy</li> <li>• Koraleigh Raw Water Pipeline installation (project update provided)</li> <li>• Barham Water Pressure</li> <li>• Flood affected waste clean-up (project closed 31 Aug)</li> <li>• Moama's New Play Space</li> <li>• Moama Preschool (project update provided)</li> <li>• Economic Development and Tourism Strategy</li> <li>• River Country Art Trail</li> <li>• Working towards a Sustainable MRC (set as the lead project on the landing page)</li> <li>• 2024 Australia Day Awards (new project page)</li> </ul>																																								

**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.**

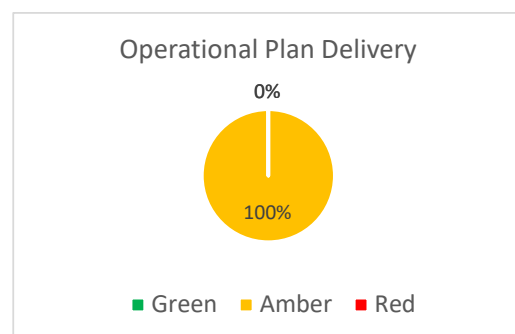
Assist with the development and implementation (MC on the day) of the 2023 All Staff Training Day – catch up session.  
Working with Moama Grammar with their Year 10 Road Smarts Program development.

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

**PART A: Section Accountabilities and Team Roles**

Manager People – Rod Schubert	HR Coordinator	HR Admin Officer	WHS Specialist																																																																																																																																																																								
<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"> <li>Recruitment and selection of all staff.</li> <li>Retention of valuable employees.</li> <li>Training, development, and education to promote individual success and increase the contribution to MRC of all employees.</li> <li>Succession Planning</li> <li>A safe and healthy working environment.</li> <li>Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.</li> <li>Resources for administering compensation, benefits, policies, and procedures.</li> <li>All aspects of performance management</li> <li>HR data and metrics</li> </ul>	<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 &amp; 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 &amp; Supervisors.</p>																																																																																																																																																																								
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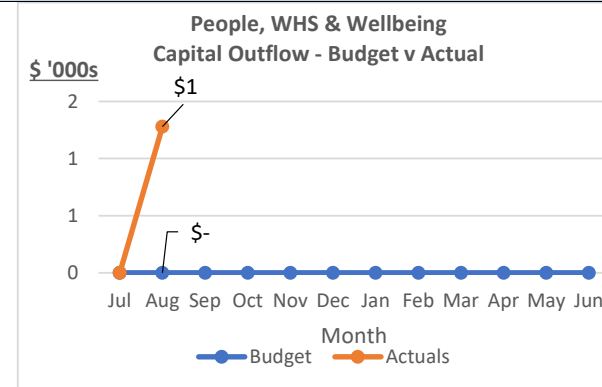
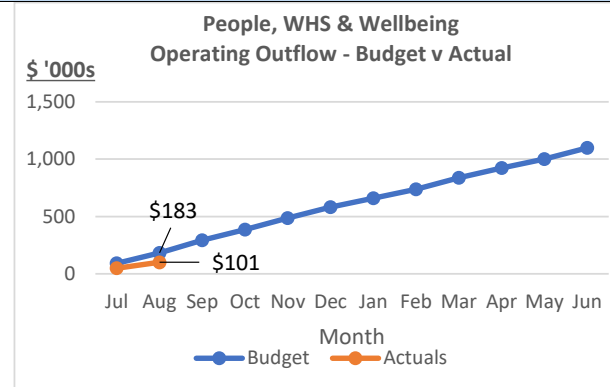
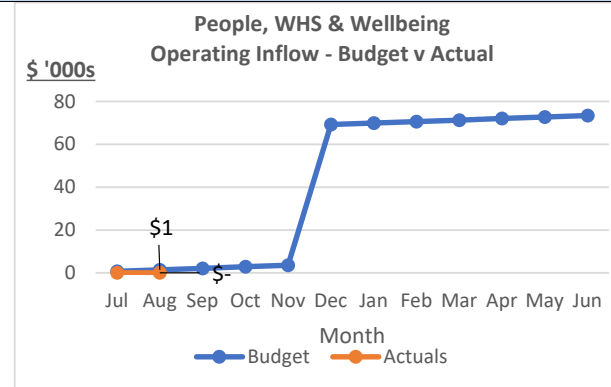
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



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	Status
				1	2	3	4		
<b>Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example</b>									
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: MOD P: MOD O:MOD	✓				Completed as part of our new Performance Review Process in June 2022. Focus on both the what we do(tasks/outputs/performance) and also the how we do it. (values/attitudes and behaviours)	●
<b>Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).</b>									
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: MP 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: MP 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.	●
<b>Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).</b>									
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: MP 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: MP P: O:	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Partnership with CVGT has been completed to manage our Apprenticeship &amp; Traineeships.</li> <li>In discussion with Kerri Symes – Go Tafe to discuss training &amp; development program including an Emerging Leaders program.</li> </ul>	●

**PART C: Financial Outcomes**



**PART D: Project Status**

**HR Module – TechOne**

- Due to departure of HR Coord – reviewing the possibility of employing a contractor to complete HR TechOne requirements as a priority.
- 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 People in discussion with GoTafe. After the recent HR Summit, HR has contacted Penrith City Council to discuss their leadership program. We have not yet been able to communicate with them..
- New policy and procedure to be drafted.
- Skills analysis for depot staff is close to being finalised.

**Performance Reviews / ORP**

- Performance Reviews have commenced for all Staff.

**Policy & Procedure Review**

- HR has commenced ongoing review of all HR policies and procedures.

**WHS Document/Systems Reviews:**

- WHS procedure development ongoing and near completion
- Online Incident reporting is now live in MarCo
- Electronic Plant pre-starts have now commenced on phones and ipads

**PART E: Business as Usual**

**Staff Updates (including internal changes)**

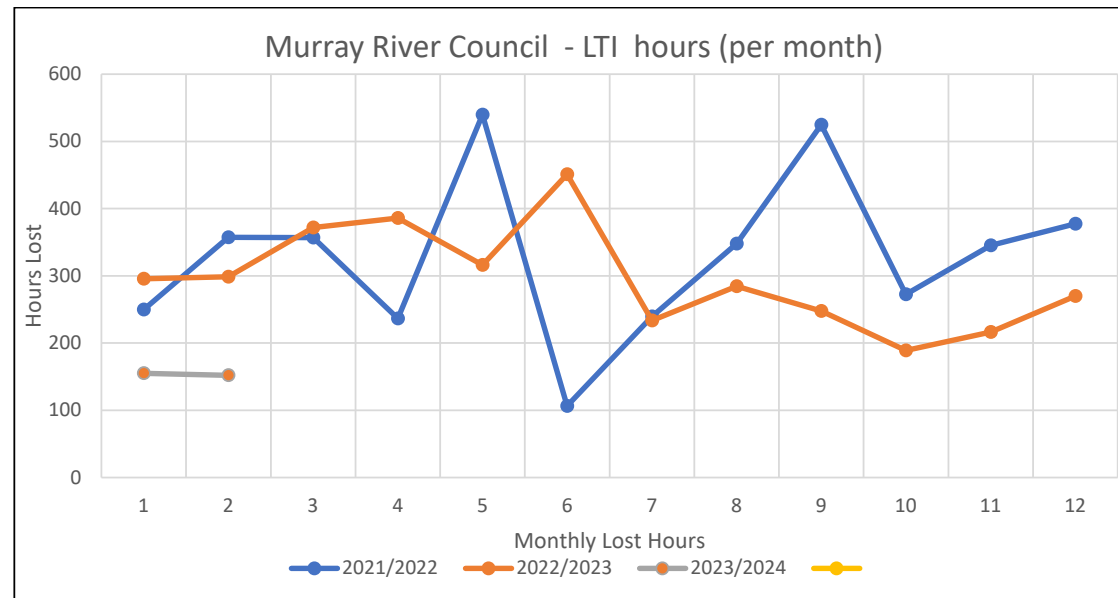
Offboarded: 2  
 Onboarded: 5  
 Internal staff changes 1 (promoted to Supervisor Water and Wastewater)

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

Internal movement was a change of department.

**Hazard Inspections** - 12 Hazard Inspections completed in Aug across Depot’s and Water treatment plants, 56 minor hazards identified including Faded signage, Chemical storage & Safety Data Sheets, First Aid, PPE & Fire Equipment – actions are currently being closed out

**PART F: Service Metric**



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												2
Injury to 3 <sup>rd</sup> Party													
Property Damage Council	1	2											3
Property Damage 3 <sup>rd</sup> Party	1												1
P&E Council	7	8											15
P&E 3 <sup>rd</sup> Party													
Hazard Identified		56											56
Near Miss/Other	2	2											4
TOTAL	13	68											81

152 hrs in Lost time for Aug 23, No Injuries for August!

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
01/04/22	Turnover of staff in critical roles	Backfilling roles through Local Govt NSW, and other consultant's.	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.	●
01/04/22	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').	●

**StateCover WHS Audit Recommendations and internal findings:**

Date Updated	Risk Details	Required	Required Actions	
Apr 23	Implement & update Internal WHS procedures	<ul style="list-style-type: none"> <li>Managing Psychosocial hazards Procedure</li> <li>Electrical Inspection Test &amp; Tagging Procedure</li> <li>Event Risk management Procedure</li> </ul>	<ul style="list-style-type: none"> <li>Draft, Consult &amp; implement Procedure into existing processes – Drafted</li> <li>Draft, Consult &amp; implement Procedure into existing processes - Drafted</li> <li>Draft, Consult &amp; implement Procedure into existing processes - Drafted</li> </ul>	●●●
Sept 22	High Risk Construction	<ul style="list-style-type: none"> <li>Construction process and documentation of all works and projects - Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Develop Construction Safety Procedure - <b>Drafted</b></li> <li>Develop Chain of Responsibility Procedure and process</li> </ul>	●●

Sept 22	Contractor Management	<ul style="list-style-type: none"> <li>Contractor Management Procedure and associated process and operations per department</li> </ul>	<ul style="list-style-type: none"> <li>Review Contractor/Supplier register - Procurement</li> <li>Develop online Contractor WHS induction – WHS - <a href="#">Drafted</a></li> <li>Review management of departmental process for managing and reviewing contractors – each department</li> </ul>	
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**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

Catch up session held for the All Staff training day – total participation across the 2 days 197. 21 explained absences.

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

PART A: Director Accountabilities and Key Performance Indicators

Director Corporate Services - Stephen Fernando	Accountabilities
Provide required internal services to operational departments to enable the delivery of community services.	<i>SBPO</i> <i>Accountability</i>
	S Intergovernment Relations – CSD
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.	S Corporate Performance a& Reporting
	S Light Motor Vehicle (White) Strategy
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.	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	In-principle resolution adopted by Council. Brian O'Farrell appointed as the consultant. Initial meeting with IPART scheduled for September. Initial letter of intent to apply for an SRV will be sent to IPART in September.	●●●
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. 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. Phase 1 of Release 2 is now in use. First rating run using the new system was carried out in August 23. Some operational issues remain to be sorted. Integration with Smart Meter System Aqualus pending. Phase 2 of Release 2, P&R Compliance is now in the implementation phase.	●●●
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. Supporting Technology sub-committee with an initiative on e-invoicing. 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.	●●●



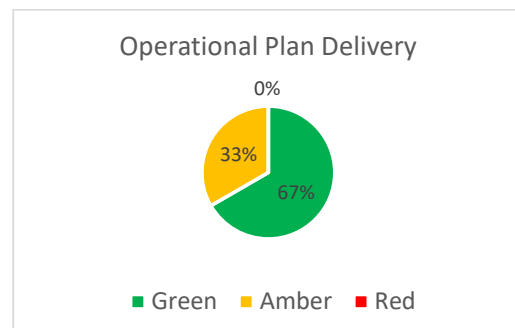
**PART A: Section Accountabilities and Team Roles**

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 &amp; Risk Committee and the internal audit function of Council.</p> <p>Provide support &amp; 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 &amp; monitor policy and procedures including advice, training, templates and support services for both Procurement &amp; 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 &amp; 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 &amp; 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	Management Accounting & Reporting	B	Corporate Financial Planning
B	Communication Towers & Radio Controls			P	Risk Management	P	Income from Commercial Leases	B	Corporate Financial Planning	B	Sundry Debtors
B	Point of Sale			P	Legislative Compliance	P	Leasing	B	Accounts Payable	P	Internal Audit
B	IT System Administration			P	Legal Services Contract Management	P	Crown Land	P	Internal Audit	P	Finance Systems and Processes
B	IT Asset Procurement & Disposal			O	Maintenance of Policies and Procedure documents and systems	P	Retirement Villages	P	Investment Management	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										

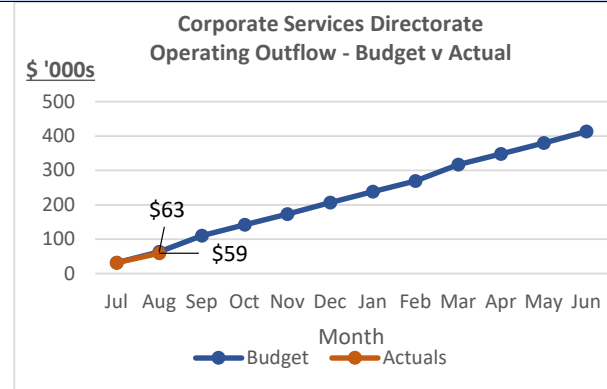
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



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		
<b>Theme 1 – Goal 3 - Plan for the impacts of climate change</b>									
<b>1.7 – Environmental Sustainability Strategy</b>									
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:			✓		Switchboard & Meter condition assessments are being undertaken to review suitability for connection of on-site generated electricity. Planning for the next Power Purchase Agreement has commenced. Regular session of the Energy efficiency Group are being scheduled.	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
<b>4.1 – Signage across Council</b>									
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. Review town signage (non-traffic), including tourism signage just commenced. Some basic information available but not within Asset Management System. Exploring what data needs to be gathered	●
<b>Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.</b>									
<b>5.11 – Innovation</b>									
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. No further progress made in June. Contact made with both ERC DCS Shelly Jones and Campaspe Shire DCS Matthew McPherson	●
<b>Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.</b>									
<b>7.11 – Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements</b>									
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:		✓	✓	✓		

**PART C: Financial Outcomes**



**PART D: Project Status**

#	PROJECT	COMMENTS	
1	Energy Review	Meters replaced with Digital meters at Large Scale Usage sites. Switchboards at other sites are being evaluated.	●●●
2.	SRV Application	Consultant Appointed. Meeting with IPART scheduled for September. Letter of Intent to apply for an SRV to be issued to IPART in September.	●●●
	Depreciation Review	Consultants in process of competing their assignments. Initial reports expected by end September.	●●●
3	Asset Management Framework	Final Draft report being assessed.	●●●
4	Cyber Security Review	Evaluating Responses	●●●
5	Signage Review	Internal and Traffic signage reviewed. Tourism and other signage being assessed. Data Availability limited.	●●●
6	Cobb Highway Land Sale	Negotiations continue with Potential buyers. Property rezoned to IN1.	●●●
7	Sale of Mathoura Line Road Land	Sales process underway. Eols closing end September.	●●●
8	Development of Residential Land Mathoura	Request Eols generated only 2 submissions. Some concerns about the demand as well as the financial viability.	●●●
9	Technology One Implementation	P&R - Revenue Management module in use. Rates notices issues through new module on 1 Aug 23. P&R - Compliance & regulatory module implementation has started from Aug 23.	●●●
10	SCADA Review	Eols for a consultant out for responses.	

**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.	The budget for 23-24 reduces the budgeted operating deficit, in comparison to 2022-23. SRV submission to IPART has commenced.	
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. Project Management Module being evaluated.	
09.02.22	Conformity to Procurement Regulations	Procedures	Educations & Communication Program Implementation of Contract Audit improvement actions. In progress. Regular reporting being planned.	
13.02.23	Delays in Preparation of Financial Statements, Management Letter comments by Auditors	Tasks allocated to Finance Manager and Strategic Asset Manager	Close Monitoring. Implementation of Processes. Strict plan and deadlines developed for 22-23 audit. In progress.	
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. EoI responses being evaluated.	

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Financial Report - Unaudited FY 2023/24 Period Ending 31 July 2023	<a href="#">150823</a>	<p><b>RESOLUTION 150823</b></p> <p>Moved: Cr Kron Nicholas</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council receive the Financial Report, encompassing the Income Statement and Statement of Financial Performance for the period ended 31 July 2023.</p> <p style="text-align: center;"><b>CARRIED</b></p>	Kershaw, Kris	
<p><b>12 Sep 2023 12:05pm Kershaw, Kris - Completion</b></p> <p>Completed by Kershaw, Kris (action officer) on 12 September 2023 at 12:05:53 PM - Noted. No further action required.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Borrowing Policy	<a href="#">140823</a>	<p><b>RESOLUTION 140823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Murray River Council resolve to provisionally adopt the Borrowing Policy and place it on public display for 28 days for feedback and comments.</p> <p style="text-align: center;"><b>CARRIED</b></p>	Kershaw, Kris	
<p><b>12 Sep 2023 12:04pm Kershaw, Kris - Completion</b></p> <p>Completed by Kershaw, Kris (action officer) on 12 September 2023 at 12:04:48 PM - Placed on 28 days public exhibition - Submissions open to 28 Sept 2023</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Sale of Lot 3 DP 813704 - Mathoura Line Road, Moama	<a href="#">350823</a>	<p><b>RESOLUTION 350823</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Neil Gorey</p> <p>That Murray River Council (Council) resolve to authorise the Chief Executive Officer (CEO) to undertake the necessary activities, including the entering into and signing the required contractual arrangements to sell the land identified as Lot 3, DP813704 (the Land) located at Line Road, Moama (also bounded by Centre Road), subject to the conditions identified in the Conclusions section of this report.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Beaumont, Peter	●
<p><b>12 Sep 2023 8:15am Beaumont, Peter - Completion</b></p> <p>Completed by Beaumont, Peter (action officer) on 12 September 2023 at 8:15:49 AM - Sale process underway via the agent.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Write Off Bad & Doubtful Debts for 2022/23 Financial Year	<a href="#">410823</a>	<p><b>RESOLUTION 410823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Thomas Weyrich</p> <p>That Murray River Council resolve to write-off unrecoverable debts totalling \$39,805.31 from Council's register of debtors.</p> <p>That Murray River Council resolve to authorise the Chief Executive Officer to remove unrecoverable debts totalling \$39,805.31 from Council's register of debtors.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Kershaw, Kris	●
<p><b>12 Sep 2023 3:51pm Kershaw, Kris - Completion</b></p> <p>Completed by Kershaw, Kris (action officer) on 12 September 2023 at 3:51:21 PM - Provision created in Tech 1 system as at 30 June 2023 and will be written off in the 2023/24 financial year.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Request for Waiver of Community Loan - Barham Medical Health Trust	<a href="#">370823</a>	<p><b>MOTION</b></p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That Murray River Council (Council) resolve to acknowledge the:</p> <ul style="list-style-type: none"> <li>A. presentation by the Barham Medical Health Trust representatives on the 25 July 2023, and</li> <li>B. the socially significant work being undertaken by the said Trust for the residents of Barham and surrounds.</li> </ul> <p>That Murray River Council (Council) adopt one of the following alternative resolutions:</p> <p><u>Alternate Resolution 1</u></p> <p>That Murray River Council (Council) resolve to grant the Barham Medical Health Trust a full waiver of the current outstanding loan amount of \$44,000 plus pay back the loan repayment made by the said Trust on 27 June 2023, as requested by the said Trust.</p> <p><u>Alternate Resolution 2</u></p>	Kershaw, Kris	●

That Murray River Council (Council) resolve to grant the Barham Medical Health Trust a full waiver of the current outstanding loan amount of \$44,000 only.

Alternate Resolution 3

That Murray River Council (Council) resolve to offer an extension of time of an additional 2 years, for the repayment of the current outstanding amount of \$44,000, resulting in four annual repayments of \$11,000 each commencing the 30<sup>th</sup> of June 2024 and completing on the 30<sup>th</sup> of June 2027, such revised repayment to continue to not attract any interest charges.

Alternate Resolution 4

That Murray River Council (Council) resolve to not grant any waiver of the outstanding loan amount owed to Council and require the Barham Medical Health Trust to meet its loan repayment obligations in keeping with the current repayment schedule.

**12 Sep 2023 3:52pm Kershaw, Kris - Completion**

Completed by Kershaw, Kris (action officer) on 12 September 2023 at 3:52:33 PM - Original resolution - Replaced by second resolution. No further action on this one.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Cash and Investments (Including Reserves) Report as at 31 July 2023	<a href="#">100823</a>	<p><b>RESOLUTION 100823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council resolve to receive the Liquidity Report, incorporating Investments as of 31 July 2023, consisting of a Liquid Asset Position of \$52,635,814 which includes total investments of \$46,842,466.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Kershaw, Kris	<span style="color: green;">●</span>
<p><b>12 Sep 2023 12:05pm Kershaw, Kris - Completion</b></p> <p>Completed by Kershaw, Kris (action officer) on 12 September 2023 at 12:05:01 PM - Noted. No further action required.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Sale of Lot 3 DP 813704 - Mathoura Line Road, Moama	<a href="#">090823</a>	<p><b>RESOLUTION 090823</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Murray River Council (Council) resolve to:</p> <ol style="list-style-type: none"> <li>sell the land identified as Lot 3, DP813704 (the Land) in its current condition through competitive Expression of Interest process with no special conditions attached, and</li> <li>authorise the appointment of Elders Rural Service (bearing Australian Company registration Number 72004045121) as the licensed real estate agent to undertake the sale of the said Land.</li> </ol> <p><u>In Favour:</u> Crs Frank Crawley, Nikki Cohen, Ann Crowe, Dennis Gleeson, Neil Gorey, Kron Nicholas and Thomas Weyrich</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;"><b>CARRIED 7/0</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	Beaumont, Peter	<span style="color: green;">●</span>
<p><b>12 Sep 2023 8:15am Beaumont, Peter - Completion</b></p>					

Completed by Beaumont, Peter (action officer) on 12 September 2023 at 8:15:14 AM - Sale process underway and advertised for sale via agent.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Media Policy V#2 - Final Adoption	<a href="#">110823</a>	<p><b>RESOLUTION 110823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That Murray River Council resolve to:</p> <ol style="list-style-type: none"> <li>adopt the Media Policy V#2 and place it in the Policy Register, and</li> <li>any previous version of the Policy be rescinded.</li> </ol>	Gordon, Sandra	<span style="color: green;">●</span>
<p><b>11 Sep 2023 5:45pm Fernando, Stephen - Completion</b></p> <p>Completed by Fernando, Stephen on behalf of Gordon, Sandra (action officer) on 11 September 2023 at 5:45:42 PM - Policy uploaded onto website</p>					

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Revocation of Legacy Landfill Levy	<a href="#">130823</a>	<p><b>RESOLUTION 130823</b></p> <p>Moved: Cr Ann Crowe</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Murray River Council (Council) resolve to rescind:</p> <ol style="list-style-type: none"> <li>resolution number 2 of agenda item number 5.2.5 provisionally adopted at the extraordinary general meeting of 9 May 2023, and</li> <li>resolution number 11 of agenda item 9.2.2 of the general meeting held on 27 June 2023, which was for the ratification of the provisional resolution identified in item 1 herein.</li> </ol>	Fernando, Stephen	<span style="color: green;">●</span>
<p><b>11 Sep 2023 5:43pm Fernando, Stephen</b></p> <p>This charge has not been levied for 2023-24</p> <p><b>11 Sep 2023 5:43pm Fernando, Stephen - Completion</b></p> <p>Completed by Fernando, Stephen (action officer) on 11 September 2023 at 5:43:44 PM - No further action, see notes.</p>					

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Budget Policy	<a href="#">120823</a>	<p><b>RESOLUTION 120823</b></p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That Murray River Council resolve to provisionally adopt the Budget Policy and place it on public display for 28 days for feedback ad comments.</p>	Kershaw, Kris	<span style="color: green;">●</span>
<p style="text-align: right;"><b>CARRIED</b></p>					

**12 Sep 2023 12:04pm Kershaw, Kris - Completion**  
 Completed by Kershaw, Kris (action officer) on 12 September 2023 at 12:04:42 PM - Placed on 28 days public exhibition - Submissions open to 28 Sept 2023

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Request for Waiver of Community Loan - Barham Medical Health Trust	<a href="#">370823</a>	<p><b>RESOLUTION 370823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Thomas Weyrich</p> <p>Cr Neil Gorey foreshadows motion to move alternate resolution 3 including additional time for repayment of the loan.</p> <p>That Murray River Council (Council) resolve to acknowledge the:</p> <ul style="list-style-type: none"> <li>A. presentation by the Barham Medical Health Trust representatives on the 25 July 2023, and</li> <li>B. the socially significant work being undertaken by the said Trust for the residents of Barham and surrounds.</li> </ul> <p>That Murray River Council (Council) resolve to offer an extension of time of an additional 3 years, for the repayment of the current outstanding amount of \$44,000, resulting in five annual repayments of \$8,800 each commencing the 30<sup>th</sup> of June 2024 and completing on the 30<sup>th</sup> of June 2028, such revised repayment to continue to not attract any interest charges.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Kershaw, Kris	●

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/02/2022	Councillor Training - Team Effectiveness/Conflict Resolution	<a href="#">230222</a>	<p><b>RESOLUTION 230222</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council engage a suitably qualified and experienced trainer to undertake a Team Effectiveness Workshop for Councillors.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Gordon, Sandra	●
<b>13 Apr 2022 11:56am Gordon, Sandra</b>	Training to be undertaken in June/July to spread out training for Councillors - had ICAC and Integrity training in March and April				
<b>14 Jul 2022 12:09pm Gordon, Sandra</b>	Probably needs to be pushed back to August / September - need to discuss with the Councillors and ELT				
<b>16 Mar 2023 8:48am Gordon, Sandra</b>					



Executive Assistant is researching options

09 Jun 2023 2:38pm Leyonhjelm, Lindy

Options presented to ELT did not cover the needs, will need further research

14 Jun 2023 9:58am Leyonhjelm, Lindy

Sandra Gordon presenting at June council prebreifing to gauge requirements and steps to training moving forward

## 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

- Preparation of 22/23 Financial Statements scheduled for completion by end August has been delayed by 2 weeks.
- Rates notices for 23/24 issued on 1 August 23.
- Budget review for Q1 underway



### Procurement

- Addressing of actions stemming from the contract management internal audit underway.
- Multiple tenders and Eols are being managed.
- Sale of Mathoura Line Load Land currently being advertised



### Governance

- Compilation of Annual Report Underway



### ICT, Systems & Processes

- 23/24 Rate Notices, issue through new TechOne P&R module. Some operational issues to be managed..
- P&R-Compliance & Regulatory module implementation commenced Aug 23.
- Project Lifecycle Management module implementation being planned.
- MRC Intranet MaRCo (beta version) in use and open for feedback.
- Records Management Software and processes are being implemented using SharePoint and TechOne ECM.



### Assets

- Asset Custodianship Framework draft report has been received and is under review.
- The GIS has been integrated to the *recently implemented* TechOne P&R-Revenue module.

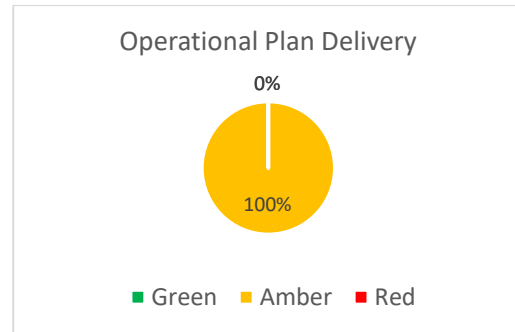
## PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

- **The Financial Sustainability of the Council remains the most significant risk for Council.**
- **Council Continues its automation Journey through the Implementation of the TechOne System.**
- **Monthly Financial Statements now being presented to Council.**
- **Annual Financial Statement have been delayed by around 2 weeks from end August to mid-September, still within the OLG deadlines.**

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 &amp; 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>																																																																																																																		
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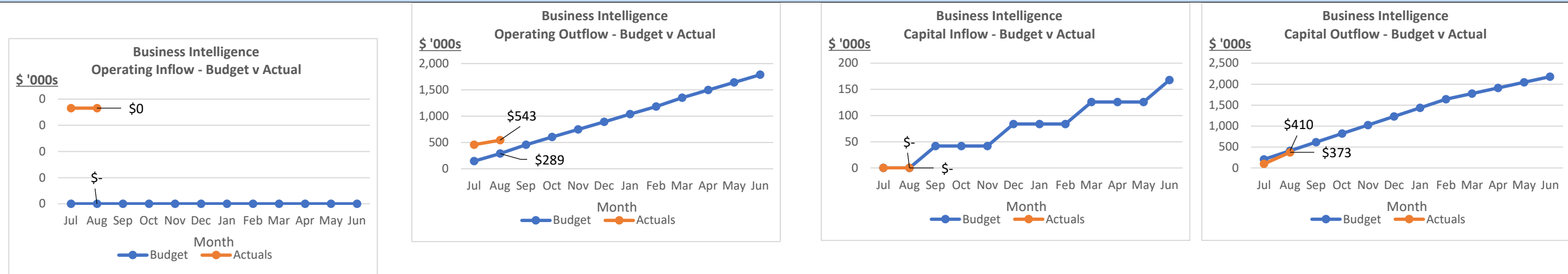
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



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		
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.6 – Improve externally provided information and communication</b>									
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.	●
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.7 – Improve internal services to better support community needs</b>									
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. 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.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
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.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.3 – Apply data sources to improve corporate decision making</b>									
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.
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.
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.
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.
R1 - FINANCE	Staff navigated the EOFY process for the 2 <sup>nd</sup> time, with minimal support from external contractors.
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.
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 reveal. Await Assets Team.
R1 - STRATEGIC ASSET MANAGEMENT	Asset data to be imported - await Assets Team. Pool Car Booking System being moved to T1 instead of MS Outlook – in testing phase.
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.
R3 – DATA MIGRATION	
R3 – ENVIRONMENTS	

**PART E: Business as Usual**

<p><b>Creation of Records</b></p> <ul style="list-style-type: none"> <li>Records captured into Content Manager (CM9) – Councils Electronic Document Management System (EDMS): Year 2023 (to date): 39,465 documents</li> <li>Year 2022: 61,200 documents</li> <li>Total: 686,012 documents</li> </ul>
<p><b>Archiving &amp; Disposal</b></p> <ul style="list-style-type: none"> <li>Records Destroyed – This Year to Date: 8 documents</li> <li>Records Made Inactive- This Year to Date: 16,512 documents</li> <li>Records Custody Transferred (Permanent Archive) - This Year: 0</li> <li>Records Transferred to Off-Site Storage- This Year: 0</li> </ul> <p>Records Destroyed – Total: 18,893 documents Records Made Inactive- Total: 438,236 documents Records Custody Transferred (Permanent Archive) - Total: 7 files Records Transferred to Off-Site Storage- Total: 7 Files</p>
<p><b>Software &amp; Systems</b></p> <ul style="list-style-type: none"> <li>Preparing 2023B Upgrade for Oct/Nov.</li> <li>Supported business in EOFY.</li> <li>Supported yearly Audit of Software systems.</li> <li>Created T1 User Management and Access Control document for System Admin</li> <li>Software overspend in July - going forward monthly expenditure will be reduced by the applicable apportionment of these licences, and the 'overspend' that is showing is only a timing difference.</li> </ul> <p><b>Additional Works</b></p> <ul style="list-style-type: none"> <li>Works underway for a full revamp of the Learning Hub to ensure all training materials are current, easy to find and relevant – starting with CM9 and TechOne.</li> <li>CM9 Financial Year rollover completed to enable archiving</li> </ul>

**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:**

- HR manual created for review
- PO vs Invoice date scheduled to run monthly
- Data sync between TechOne & Civica resolved
- Aust Post barcode tested & verified

**COMING SOON**

- Aust Post Biller Code due Aug/Sept
- Managers Dashboard
- Pool car booking system to move from Outlook to techOne – in test phase.

**Currently Underway**

- Dashboard works continuing with HR dashboard expected soon.
- Payment Gateway to be configured to allow online payments.
- Recruitment Requisition form in testing phase.
- Reports being developed for P&R modules- expected completion August.
- Compliance design workshops underway

**MaRCo**

**MRC Intranet**

Final stages of design, with a view to test launch end of August. Intranet ready to launch start Sept with a few Lunch n Learn sessions planned to support rollout.

**Information & Records Governance Group**

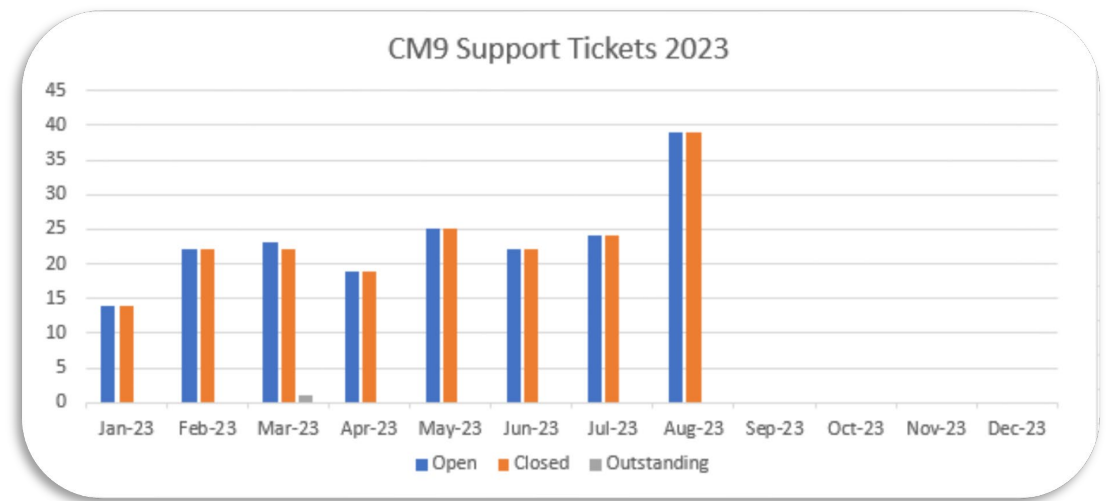
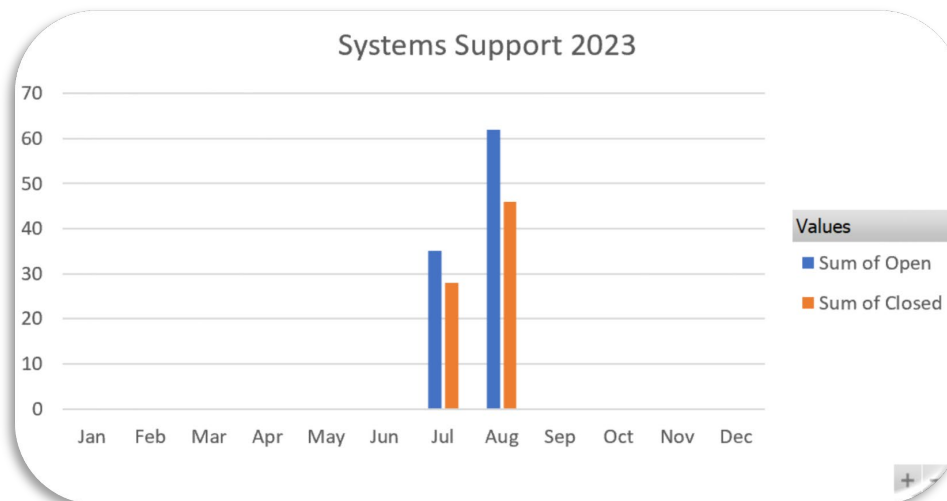
Full review underway of MS Teams created since initial launch to reduce risk of data loss & external sharing. Works continue of Privacy Statement.

**technologyone**

Transforming business, making life simple

**TechOne ECM for records management**

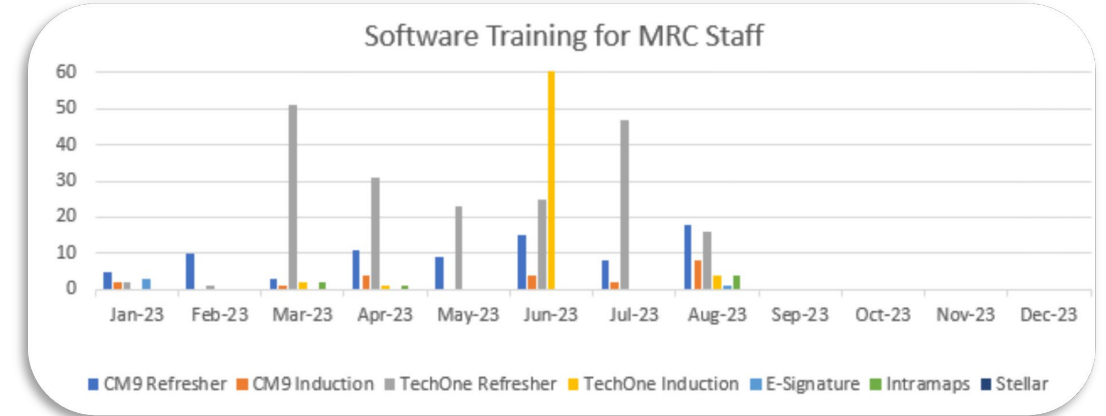
MRC need to make some strategic decisions on records management and how/when to transition from CM9 to ECM.



**Systems Support**

There has been a significant increase in the number of support tickets that have been logged since MRC went live with the new TechOne modules- which is to be expected but this has put an additional strain on our ability to provide systems support and we are currently investigating options to better manage this with our existing resources.

NB: No data available prior to Jul 2023



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

TechnologyOne - Planning underway for first TechOne Water Billing run.  
 TechnologyOne – Concerns raised about adequate resourcing in Development Services team to manage the implementation of TechOne over next 12 months.  
 With the new TechOne modules going live, and quite a few new starters, support tickets for both TechOne & CM9 have spiked – well done to Kishore and the Records Team for managing these and keeping us running.

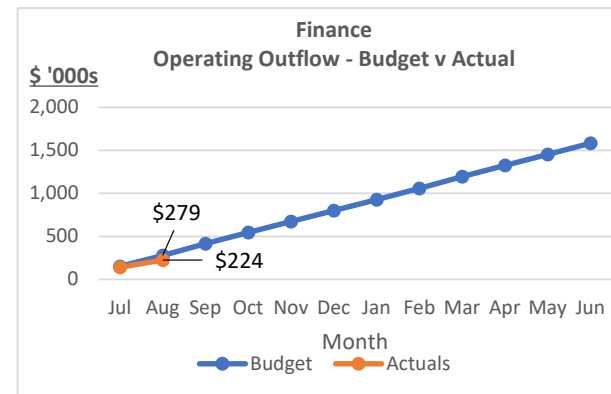
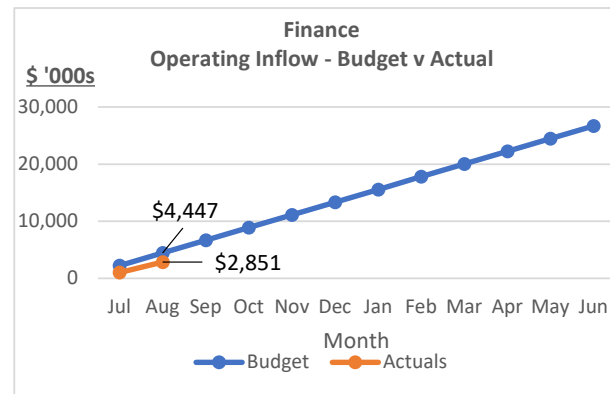
**PART A: Section Accountabilities and Team Roles**

Manager Finance - Kris Kershaw	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 &amp; 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 &amp; 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>																																																																																																																																																
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**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**

- **2022/23 Financial Statements** – Work progresses on the year-end financial statements. Shell set of statements has been produced and Finance staff are working through final reconciliations, however, there is a need to undertake a prior period adjustment for the Other Structures revaluation for 2021/22 year. Other Structures had missed assets identified recently and the revaluation needs to be re-applied as a Prior Period adjustment due to the variance being material. The final report from the external valuer revising the 30 June 2022 Other Structures valuation has been received by Council on the 11 September 2023. A Year-end plan is used to manage the year end completion of work. Draft statements are expected to go to the Internal Audit Committee meeting on the 18 September and external audit is scheduled to commence 25 September.
- **Technology One System** – Technology One System has gone live from 1 July 2023 for Property and Rating. The rating system still has some minor implementation that currently requires Finance to continue to dedicate staff resourcing to it, whilst managing day-to-day operations. This minor implementation was not critical for go-live, nor did it require external resources to be retained to work on them, but it still does require some continued staff resourcing from Finance to work on it into July/ August 2023. Updates to the rating module continue to progress.
- **Internal reporting** – Finance staff continue to improve reporting options available from the Technology One system, with focus being placed on giving the Managers the ability to generate the reports themselves. An example of a current report under development is a Statement of Cashflow report that can be run anytime in Tech 1 as part of the end of month processing and reporting.
- **Quarterly budget review process** – Management Accountant has issued budget packs for the 2023/24 year 1<sup>st</sup> quarter budget review. These are due back to Finance by the 18 October. Issued earlier than usual to give Managers more time to work on their reviews.
- **Monthly reporting** – Month report to council has commenced in July 2023. This report will provide Council with a monthly progress on the Income Statement and Statement of Financial Performance. It is expected that Cashflow reporting will be added to the monthly report in the near future.

**PART E: Business as Usual**

Overdue Amounts as of 31 August 2023

Rates Outstanding – Reporting is still to be established in Tech 1 system to calculate this (Previous June 2023 outstanding was \$2,472,619 or 11.30%). This result is above the Office of Local Government ratio requirement of 10% for rural councils. Projected ratio for the financial statements has been revised to 11.26% - subject to final audit.

Water Outstanding - Reporting is still to be established in Tech 1 system to calculate this (Previous June 2023 outstanding was \$285,836 or 11.56%).

Sundry Debtors Outstanding - Reporting is still to be established in Tech 1 system to calculate this (Previous June 2023 outstanding was \$292,690 or 13.46%).

**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	
July 2023	Availability of Finance Resources	Resourcing improvement has seen vacant roles filled. Finance Manager reviews availability of staff and assign work as required.	<ul style="list-style-type: none"> <li>- Continued training and skilling-up of key staff to help complete the financial statements, which leads to work been pushed out to staff that can do it/ assist.</li> <li>- Financial Accountant role has been vacant since 7 April 2023. Currently backfilled by external contractor. Need to advertise role and make role permanent again.</li> </ul>	● ● ●
July 2023	Internal resources unavailable due to business as usual	Monitor what is coming up as due – review each month at the start. Finance Manager assigns work and follows-up on progress. Attempts are made to prioritise work as best as possible. A lot of work is still done using spreadsheets.	<ul style="list-style-type: none"> <li>- Improve reporting to internal audit committee on progress of status of various projects.</li> <li>- Clearly define priorities and ensure this is communicated to all Finance staff.</li> <li>- Focus on ensuring that compliance deadlines are met.</li> </ul>	●
July 2023	Staff fatigue	Normal process is to ensure staff take annual leave and scheduled RDOs. However, the OneCouncil project and other projects has resulted in staff deferring leave and banking RDOs.	<ul style="list-style-type: none"> <li>- Monitor staff physical and mental wellbeing and ensure they are ok on a regular basis. Recent Tech 1 project has resulted in fatigue for some of the Finance staff.</li> <li>- Get staff to schedule in leave and take RDOs. This is proving difficult to implement due to workloads and Council on-going requirements needing to be met.</li> <li>- Look at additional resourcing options as the need arises.</li> </ul>	●

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

Anniversary of Service Vanessa Duncan – 10 Years with Council

Rates Notices Need to congratulate Kirsty Harris (Rates Coordinator) for the work done on getting the rate notices issued for the 2023/24 financial year. This was done using the new Technology OneCouncil system – the process from getting the assessments into the new system to raising the rates in the system to getting them sent out had to be built in the new system. A team of people worked on getting the rates setup in the new system, but Kirsty went above and beyond to ensure the notices were issued on time.

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

**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.

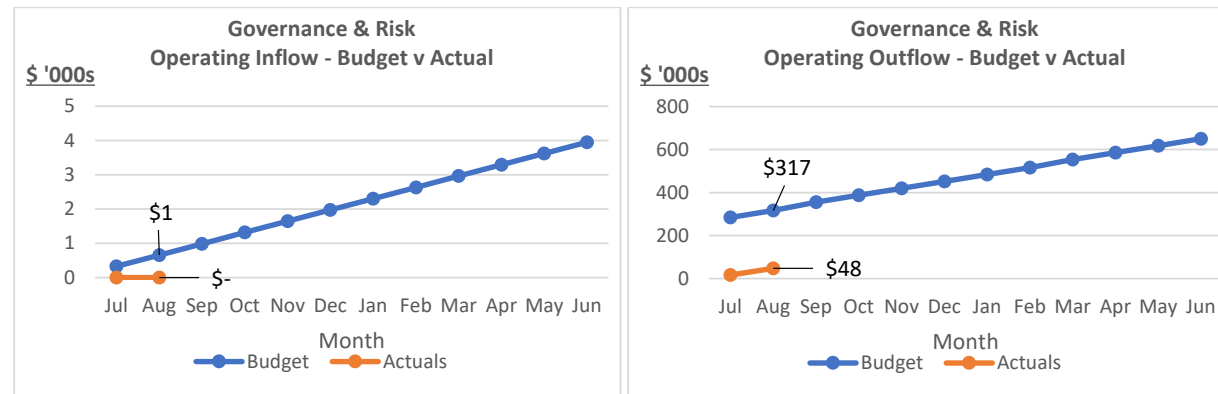
**Accountabilities**

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**

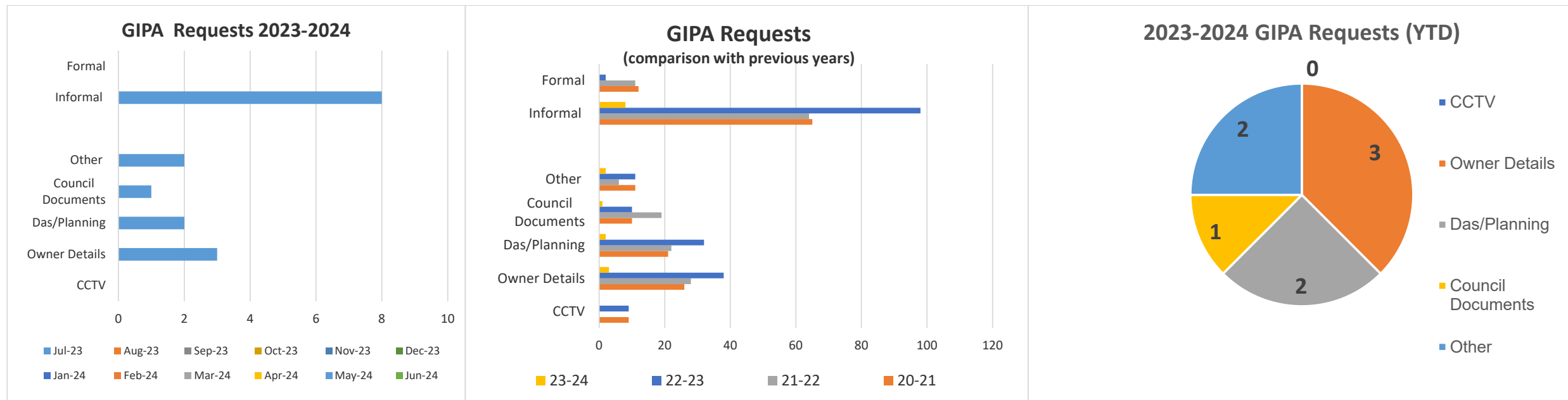
No projects planned

**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"> <li>Disclosures of Interest Returns – distributed for completion and submission to Council</li> <li>Related Parties Disclosures – distributed for completion and submission to Council</li> <li>Annual Report - commenced</li> </ul>	● ● ●
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"> <li>Risk Register - updated</li> </ul>	
Establish adequate insurance cover for Council activities, in consultation with operational managers.	MGR	<ul style="list-style-type: none"> <li>Certificate of Currencies – in place</li> </ul>	
Manage and develop Policies and Procedures	MGR	<ul style="list-style-type: none"> <li>Related Parties Disclosures Policy – reviewed</li> <li>Contaminated Land Policy – updated and placed on public display</li> </ul>	
Develop, maintain and report on Council’s suite of Corporate registers	MGR	<ul style="list-style-type: none"> <li>Updated Fraud and Corruption Register</li> </ul>	
Facilitate the Audit & Risk Committee function of Council	MGR		
Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials	MGR	<ul style="list-style-type: none"> <li>Political Donations Forms – distributed to Councillors</li> </ul>	
Managing the legal services relationships.	MGR		



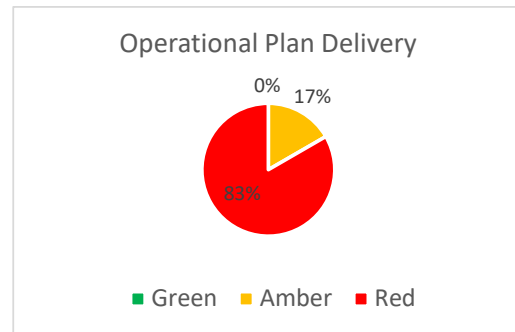
**PART G:** The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

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

PART A: Section Accountabilities and Team Roles

Manager 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 &amp; 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

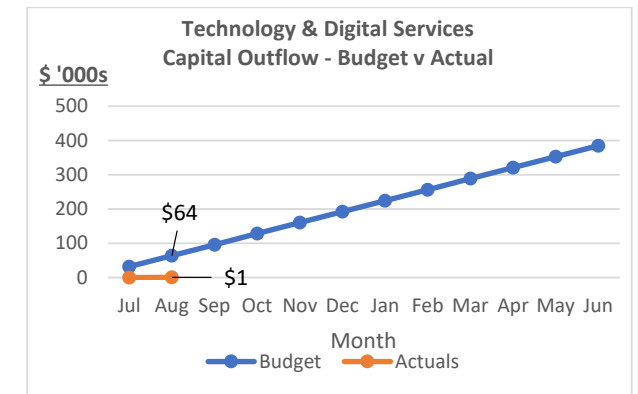
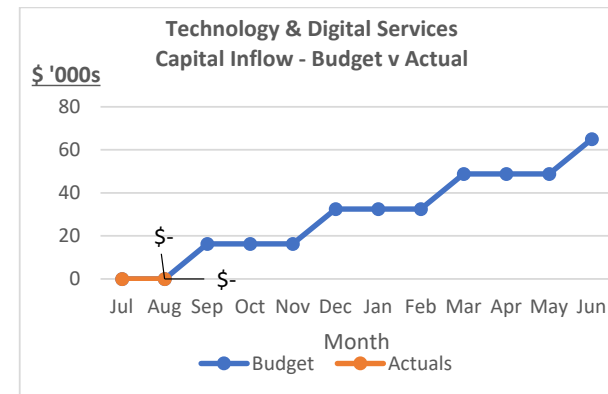
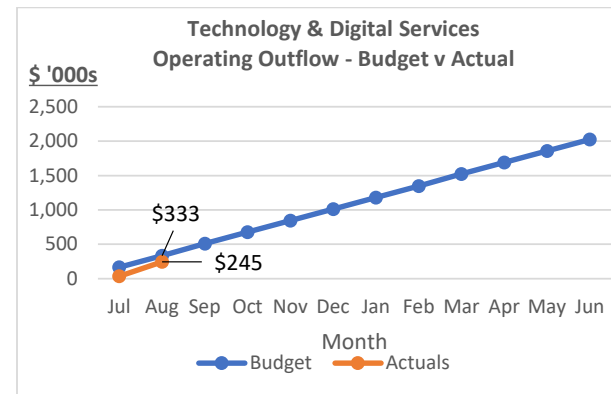
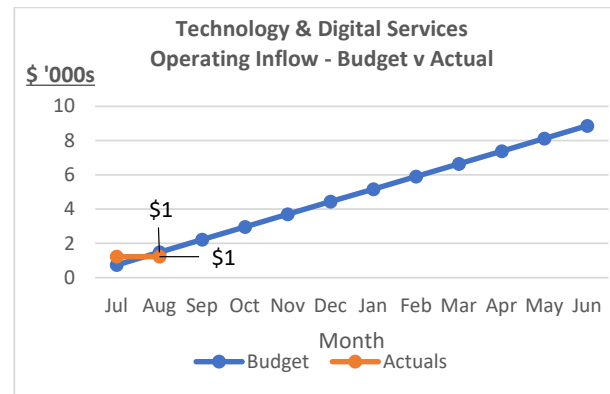
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



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		
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
<b>3.6 – CCTV Strategy</b>									
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	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
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	●

**PART C: Financial Outcomes**



**PART D: Project Status**

Projects are ongoing and Cyber Security Review has gone to market for quote.

**PART E: Business as Usual**

<b>ICT PROJECTS Status at the end of June</b>			●	●	●
#	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**

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

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.)**

Christian has gone above and beyond delivering POS solutions for customer service before and after hours.

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

Overall a very constructive month, Manager and Coordinator attended the “Tech in Gov” Conference in Canberra where the focus was on Cyber Security.

All Staff training days were a success and Audio Visual delivered by IT worked as planned.

BAU Workload is still extremely high but the team are managing.



**PART A: Section Accountabilities and Team Roles**

**Manager Property & Procurement - Peter Beaumont**

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.

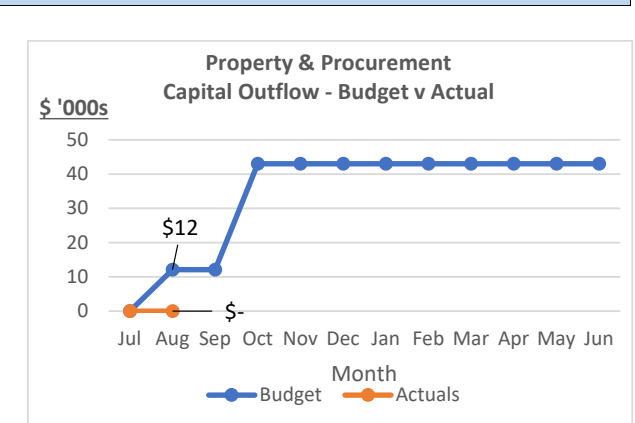
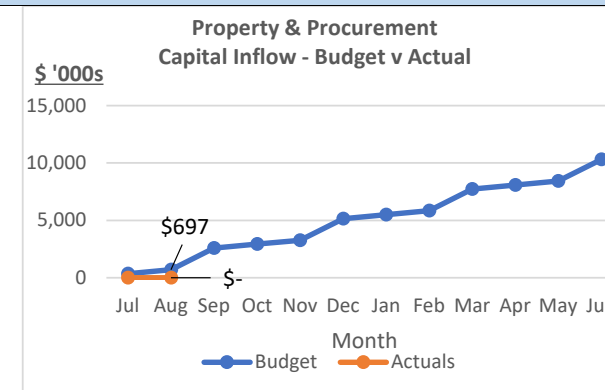
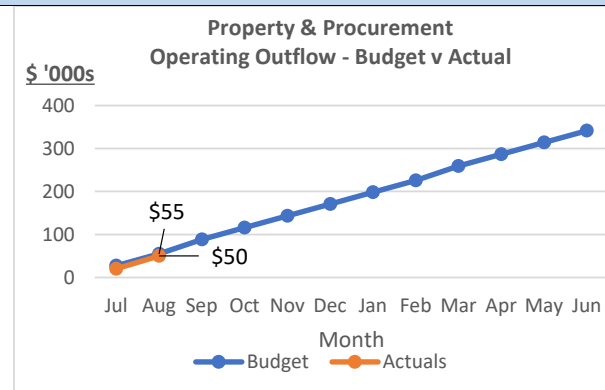
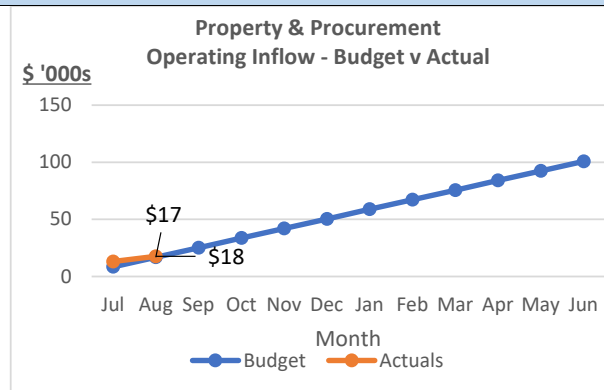
**Accountabilities**

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**

Nil projects to report

**PART E: Business as Usual**

**Procurement**

Providing Procurement support and advice to the organisation. Public Tendering provides a large and important component of the BAU function. The *Local Government Act 1993* requires Council to undertake an open public tender if the estimated value is over \$250,000 including GST.

Tenders currently open include:

- MRC 2307 – Detailed Design for the Upgrading of the Barham Sewerage Scheme

Tenders recently closed an under review/or reports being presented to Council in the future:

- MRC 2303 – Meninya Street Design Consultancy
- MRC 2309 - Fire Services at the Moama Landfill
- MRC 2310 – River Country Art Trail
- MRC 2311 – Panel of IT Consultants
- MRC 2315 – Management of Outdoor Pools in Mathoura and Moama

Upcoming tenders include:

- Construction of Rural Fire Services Shed – Yanga (on behalf of NSW RFS)
- Heavy Patching Program - additional roads

2023/2024-year Awarded Tenders Summary

- MRC 2304 - Construction of Automated Depot Shed at Moama Landfill
- MRC 2308 – Lease of Plant for Waste operations
- MRC 2314 – Purchase of Items of Plant – Grader, Backhoe, Roller, Reclaimer, Water Truck

**Property**

Providing property support and advice to the organisation regarding sales, leases and acquisitions.

Property Sale via Expression of Interest currently underway

Lot 3, Mathoura Line Road, Moama

Sale via Elders Real Estate, Echuca.

Closes Thursday 12<sup>th</sup> October 2023 at 2pm.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>

**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

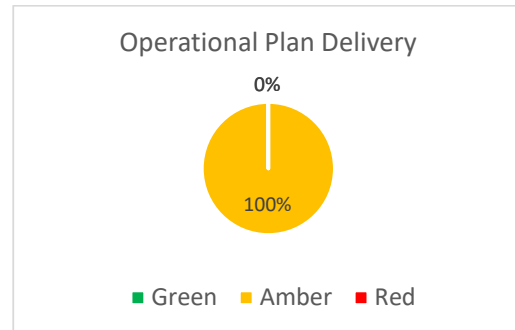
**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

Nil to report

**PART A: Section Accountabilities and Team Roles**

<b>Manager Strategic Assets – (Brodie Goodsell)</b>	<b>Asset Systems Coordinator</b>	<b>Asset Officer</b>																																																																																																
<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 &amp; 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.</p> <p>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.</p> <p>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>																																																																																																
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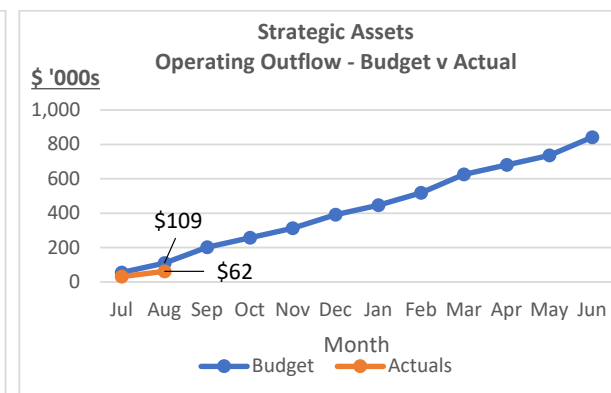
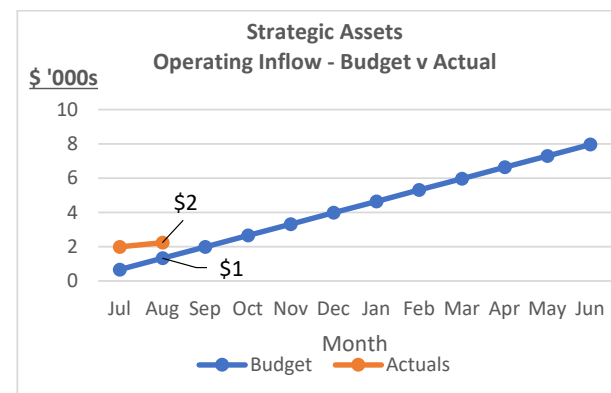
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



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		
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.1 – Enable data access through a Geospatial Interface for internal and external users</b>									
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 and Council IT staff to develop internal and external mapping views via Intramaps. Through Technology One release 2 (property and rating) property data is linked and updated daily from LPI and available through the mapping systems (update and integration works continuing with Technology One). Internal documentation linkages currently being built 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.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
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. Discussions with other LGAs on gifted asset automation also underway. BYD platform now live with buried asset data.	●

**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			90%	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 and planning sessions with BU managers scheduled for Q3.		●	
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 2023.		●	
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 December 2023.		●	
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 2023.		●	
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 2023.		●	
Aerial Imagery Capture	\$27,000		-	100%	2024 Aerial Imagery Capture over Moama scheduled for February 2024. Pre-works underway.		●	

**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.)**

After 4 years of hard work the Building, Land, Facility & Plant Assessment Project undertaken with CT Management (stage one of Sustainable MRC) has been completed. The project has looked at all areas of Buildings, Land, Facilities & Plant across MRC and identified how we currently use these assets, how we need to use and manage them into the future and the actions we need to take to make our service provision sustainable. Detail engagement with community, staff and Councillors has been undertaken and we now have a plan for how we should move forward with these Council assets. The final Council report detailing project outcomes and planning proposal requirements approved 28 March 2023 enabling the project to move into the next phase of public consultation. Sustainable MRC and the new Strategic Property Specialist will now take over the reins and all of the outstanding components including the township masterplans, various strategies, public consultation & planning proposal for land reclassification outlined in the March Council report will be completed as part of the new Sustainable MRC project. A big thankyou and well done to all involved in getting stage one of this enormous and very important piece of work completed!

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

A huge congratulations to all involved in completing the Building, Land, Facility & Plant Assessment Project undertaken with CT Management (stage one of Sustainable MRC) and getting ready for stage two Sustainable MRC to kick off.



**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 drafted an Economic Development and Tourism Strategy + Action Plan. We anticipate that the strategy and action plan will be finalised by the end of September.</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. Two workshops were held with internal and external stakeholders to gather local insights.</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.</p> <p>Council officers will lead the facilitation and preparation of an investment prospectus aligned with the draft Economic Development Strategy - a place led strategy identifying precincts and particular actions for those areas from an economic development point of view - including activation of the nighttime economy</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. The prospectus is in draft format and should be finalised by October.</p>	●●●
By September 2023, working with the Director of Planning and Environment Replenish iN1 Zoning (Industrial Land)	<p>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.</p> <p>DPE and DCED working on revised prospectus – opportunities to replenish.</p> <p>Timeline to be extended.</p>	●
Work with Campaspe Shire Council’s Director Community to harvest synergies that may exist to expand services and therefore gain scale etc	<p>DCED (and directorate) are looking forward to working collaboratively with Campaspe DC and other neighbouring LGAs on joint projects for mutual outcomes.</p> <p>Campaspe, MRC and CPE entered a new partnership to deliver interim face to face visitor servicing in Echuca – September 2023 through to May 2024.</p>	●
By Sept 23 oversee the consultation of the Revenue Taskforce.	Chris Godfrey commenced in the role strategic property specialist.	●
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"> <li>-Resurfacing imminent funding required due to impacts of October Flood Event - environmental, social and economic flood support;</li> <li>-Meeting with NEMA and RA to discuss flood recovery and those businesses who have fallen through the funding gaps;</li> <li>-Meeting with Office Local Government;</li> <li>-Loss of capacity due to current flood event;</li> <li>-Draft NSW tourism support packages;</li> <li>-Support for affordable housing;</li> <li>-Support for health and aged care services;</li> <li>-Closure of community banking services;</li> <li>-Regularly hosting Govt Dept visits.</li> </ul>	●
<p>In relation to Tourism:</p> <ul style="list-style-type: none"> <li>• Advocate for the development of MRC at a regional level</li> <li>• Expand network and zone of influence.</li> <li>• Create synergies leading to improved scale.</li> </ul>	<p>Flood recovery advocacy works - BAU</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>Seeking opportunities to offset cost of Moama Lights 2023 and reinvent the festival for 2024</p>	●

<ul style="list-style-type: none"> <li>Maintain close relationship with service providers (product)</li> <li>Seek grant opportunities</li> </ul>		
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.	BAU	●
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.	Social Health and Wellbeing Plan to be updated Regular newsletters <i>Recruiting for a Community Recovery Officer funded for 12 months through Reconstruction Authority</i>	●
In relation to Economic Development: <ul style="list-style-type: none"> <li>Seek to expand our economic footprint</li> <li>Advocate for the maintenance of existing industries through and post crises (emergency grants)</li> <li>Positively engage with industry associations</li> <li>Maintain and improve working relationships with State and Federal Government agencies and bodies.</li> </ul>	<i>DCED attendance at National Economic Development Conference</i> <i>MEDT and EDO completed accredited economic development practitioner training</i> 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	●
Investigate potential for introducing a Community Survey within this term of office.	Engagement will be undertaken with draft Economic Development & Tourism Strategy	●

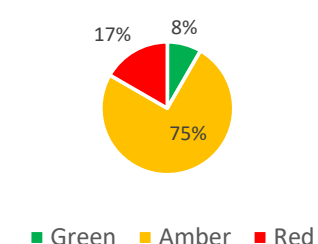


**PART A: Section Accountabilities and Team Roles**

Acting Manager Economic Development & Tourism – Beck Hayward	Manager Customer Service – Jodi Lees	Manager Community Services – 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.                      Beck's role is to support and enhance local business and visitor experiences in MRC. Promoting and facilitating economic development, business and employment opportunities and community development to promote and revitalise the communities within our LGA. Identification of state and federal funding opportunities to implement initiatives. 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.                      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>																																																																																																																		
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Operational Plan Delivery

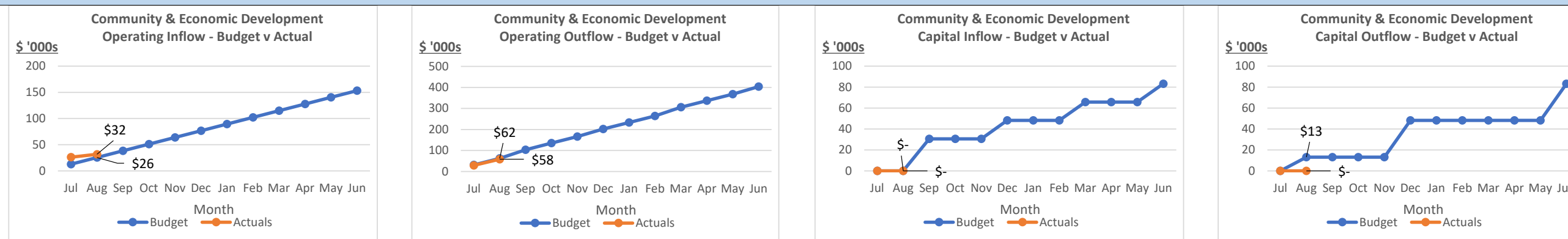


Under the 4-year Delivery Plan, the Community and Economic Development Directorate relates to: Community development through community engagement and advocacy, Provision of community services to aged, disadvantaged and at-risk members of our communities, Provision of Youth Services, Provision of internal 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	Status
				1	2	3	4		
<b>Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example.</b>									
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	●
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
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.	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
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. Barham - Social Book Chat Club meets every Tuesday morning, Move & Groove every Thursday morning the children have enjoyed new stories and making crafts for Father’s Day, School holiday activities, Digital help through partnership with Be Connected and the Digital Mentoring Program with four new starters in August, Cryptic Crosswords every Friday. Saturday storytime. Grant of \$1,400 received to purchase two new ipads for Tech Savvy Seniors training. New casual Library Assistant. Moulamein – Friday games day. New app, borrow box. Youth Hub every Friday afternoon. Mathoura – Art Group and games day. Successful funding for Grandparents Day. The \$250 funding will be spent on holding a special day for families to bring a Grandparent(s) to the library for a celebration. New toys, lego and books have also been funded.	●
	Advocate	(DP 4.4.3) Advocate for the implementation of an after-school care program for Mathoura	B: DCED P: O:		✓				●
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
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.	●
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	●
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
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:		✓	✓			●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									
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.	●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									
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	●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									
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.	●
<b>Theme 6 – Goal 3 – Advocate for improved public transport.</b>									
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. EDTS currently underway. Action Plan will drive priority initiatives for EDT years 2-5.	●

**PART C: Financial Outcomes**



**PART D: Project Status**

Economic Development & Tourism Strategy	<ul style="list-style-type: none"> <li>Business and Economic Conditions Survey conducted. 58 x responses will now inform the development of an action plan to support EDT Strategy;</li> <li>Draft and action plan in final stages, estimated completion end of September;</li> <li>Employment Lands Strategy, project initiation meeting July 2023</li> <li>Economic Development Assistance Policy review in progress, recommendations complete, will need to align with final Eco Dev Strategy, estimated completion end of September</li> </ul>
Barham Micro Abattoir	<ul style="list-style-type: none"> <li>Construction complete.</li> <li>MDBEDP final report submitted.</li> <li>Occupation Certificate issued. Lease agreement signed by MPMC. Lease to commence 1 September 2023.</li> <li>DPI audit date TBC</li> </ul>
Australian Open Darts	<ul style="list-style-type: none"> <li>Monday August 14 – Sunday August 20</li> <li>The presentation Dinner - Saturday August 12 following the conclusion of the Australian Championships</li> <li>Winner Economic Development Australia Awards for Initiatives for regions under 15,000 residents for delivery of 2022 event.</li> </ul>
Moama Lights	<ul style="list-style-type: none"> <li>Economic Impact of 2022 event in excess of \$11.5m to local economy.</li> <li>Event launched 30 June</li> <li>Event cancelled due to high water event July 2023</li> <li>Economic impact assessment and loss of cancellation TBC</li> </ul>
Murray Downs Industrial Land	<ul style="list-style-type: none"> <li>Officers in discussion with NSW Aboriginal Land Council and Wemba Wemba LALC</li> </ul>
Section 355 Committees	<ul style="list-style-type: none"> <li>Karen Buckley on secondment from Community Services to work with Section 355 committees to improve governance and risk mitigation</li> <li>Legal advice obtained for Mathoura Retirement Village and Moama Lions Community Village</li> </ul>
Crisis Management	<ul style="list-style-type: none"> <li>Urgent support required for businesses due to October flood event, <i>ongoing</i></li> </ul>

**PART E: Business as Usual**

Customer Service (See detailed Customer Service Report)	<ul style="list-style-type: none"> <li>Customer Experience Strategy to be developed</li> <li>32 customers who submitted service requests during July. Our overall score for Helpful and Clear advice was 91.8% while our score for Satisfaction was 90.9%.</li> <li>3 x new customer service officers appointed and commenced</li> <li>MCS attended NSW Local Government Professionals Customer Experience Conference</li> </ul>
Community Service (See detailed Community Service Report)	<ul style="list-style-type: none"> <li>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.</li> <li>Social support – 1386 hours – respite, group activities, 1:1 supports including wellness checks/phone calls and supported shopping</li> <li>Meals – 401</li> <li>Home maintenance – 21 hours</li> <li>Home modifications - \$930</li> <li>Transport – 1027 trips</li> <li>YHub continues in Moulamein with young people provided the opportunity for social participation – various activities and a light meal is provided. An average of 8 younger people attend each week.</li> </ul>

murray river council Monthly Operational Report – August 2023 **Community and Economic Development Directorate**

Community Development	<ul style="list-style-type: none"> <li>During August, economic development staff met with Barham community members about the arts and culture strategy, spoke with River Country Art Trail Steering Committee members to discuss the project status and spoke with Tooleybuc Harvest Festival Committee to coordinate event delivery.</li> <li>Supported NAIDOC week activities across the LGA</li> <li>Museum advisor met with - Friends of Old Moama, The Border Flywheelers Museum, Moulamein Heritage Park, Moulamein Old Courthouse, Chanter Estate Military Museum, Good Vibrations Motorcycle Museum Mathoura</li> <li>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</li> <li>Eco Dev staff worked with Southwest Arts to deliver a NAIDOC Week program in local schools.</li> </ul>
Economic Development (See detailed Economic Development & Tourism Report)	<ul style="list-style-type: none"> <li>New Moama Market operator appointed</li> <li>Moama Lights cancellation required significant work to evacuate the site and to communicate the cancellation with media, sponsors, ticket holders, general public and suppliers. We had to refund all ticket holders. We continued to promote the ice skating, food trucks and roving entertainment.</li> <li>2023-24 Round 1 – Opened 1st July 2023.</li> <li>Grant applications July – Small Business Month, Award submissions – Local Government Week Awards, Australian Event Awards, National Economic Development Awards, NSW Tourism Awards</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>TO collaborating with Campaspe Shire to host the Volvo Car Club National Rally in 2024 and Backroads trail to coordinate updated brochure.</li> <li>During August, significant efforts were dedicated to the Spring River Country Marketing Campaign initiative. This involved coordinating the preparation and organisation of content for the website update, as well as orchestrating the "Discover Food and Wine in River Country" marketing campaign under the Spring River Country Marketing Campaign umbrella. This campaign aims to spotlight the finest culinary and wine experiences available within River Country, highlighting the exceptional offerings at our acclaimed dining establishments. The primary audience for the Spring campaign is: High Yield Travellers (HYT) for weekend trips from Melbourne, Empty nesters with high disposable income, High income "SINKS and DINKS" (Single Income no kids/ Double Income no kids 35-65), Professional women on "girls' weekends" away</li> <li>The aim of this campaign is to attract new people into the region, people that have a love of food and wine and may traditionally go to places like the Yarra Valley or Mornington Peninsula due to their premium food and wine offerings.</li> </ul>

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	<span style="color:red">●</span> <span style="color:green">●</span> <span style="color:yellow">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>
14/09/2022	New Moama Preschool	Council has resolved to move forward with the project subject to a significant capital contribution by the MDPS. Tender submissions – cost to complete project	Council has resolved to move forward with the project subject to a significant capital contribution by the MDPS. Site preparation commenced.	<span style="color:green">●</span>

**Council resolutions completed**

Council 22/08/2023	Moama Lions Community Village Committee - AGM	<a href="#">230823</a>	<p><b>RESOLUTION 230823</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Thomas Weyrich</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Revoke existing members of the Moama Lions Community Village Committee of management; and</li> <li>Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the July 2023 AGM.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	<span style="color:green">●</span>
<p><b>06 Sep 2023 2:57pm Buckley, Karen - Completion</b></p> <p>Completed by Buckley, Karen (action officer) on 06 September 2023 at 2:57:26 PM - No further action required</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Murray Shire Hall Committee - AGM	<a href="#">240823</a>	<p><b>RESOLUTION 240823</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Revoke existing members of the Murray Shire Hall Committee of Management; and</li> <li>2. Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the June 2023 AGM.</li> </ol>	Buckley, Karen	●
<p><b>06 Sep 2023 2:56pm Buckley, Karen</b></p> <p>No further action required</p> <p><b>06 Sep 2023 2:57pm Buckley, Karen - Completion</b></p> <p>Completed by Buckley, Karen (action officer) on 06 September 2023 at 2:57:10 PM - no further action required</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Barham Micro Abattoir - Variation to Lease Commencement Date	<a href="#">250823</a>	<p><b>RESOLUTION 250823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council approve a variation to the Agreement to Lease to delay the commencement of the Lease to 1 September 2023.</p>	Ryan, Sarah	●
<p><b>12 Sep 2023 9:20am Ryan, Sarah</b></p> <p>SR - MPMC advised of resolution. Lease documents executed.</p> <p><b>12 Sep 2023 9:21am Ryan, Sarah - Completion</b></p> <p>Completed by Ryan, Sarah (action officer) on 12 September 2023 at 9:21:26 AM - No further action required.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	GRANTS and AWARDS - JULY 2023	<a href="#">190823</a>	<p><b>RESOLUTION 190823</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council receive and note the Grant and Awards Report for July 2023.</p>	Cronin, Tiana	●
<p><b>12 Sep 2023 11:41am Cronin, Tiana</b></p>					

Report noted, no further action required

**12 Sep 2023 12:27pm Cronin, Tiana - Completion**

Completed by Cronin, Tiana (action officer) on 12 September 2023 at 12:27:31 PM - Report noted, no further action required

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Section 355 Committee Report - Meeting Minutes as at July 2023	<a href="#">200823</a>	<p><b>RESOLUTION 200823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council receive and note the July 2023 Section 355 Committee Report.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	●
<p><b>12 Sep 2023 9:21am Ryan, Sarah - Reallocation</b></p> <p>Action reassigned to Buckley, Karen by Ryan, Sarah - Section 355</p> <p><b>13 Sep 2023 10:24am Buckley, Karen - Completion</b></p> <p>Completed by Buckley, Karen (action officer) on 13 September 2023 at 10:24:02 AM - noted - no further action required</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Caldwell Hall Committee - AGM	<a href="#">210823</a>	<p><b>RESOLUTION 210823</b></p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Revoke existing members of the Caldwell Hall Committee of management; and</li> <li>2. Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the June 2023 AGM.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	●
<p><b>12 Sep 2023 9:21am Ryan, Sarah - Reallocation</b></p> <p>Action reassigned to Buckley, Karen by Ryan, Sarah - Section 355</p> <p><b>13 Sep 2023 10:26am Buckley, Karen - Completion</b></p> <p>Completed by Buckley, Karen (action officer) on 13 September 2023 at 10:26:25 AM - noted - no further action required</p>					



Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/06/2023	Kyalite Progress & Recreation Reserve Committee - AGM	<a href="#">180623</a>	<p><b>RESOLUTION 180623</b></p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Revoke existing members of the Kyalite Progress &amp; Recreation Reserve Association Committee; and</li> <li>2. Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the July 2022 AGM.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	●
<p><b>12 Sep 2023 9:18am Ryan, Sarah - Reallocation</b></p> <p>Action reassigned to Buckley, Karen by Ryan, Sarah - Section 355</p> <p><b>13 Sep 2023 10:27am Buckley, Karen - Completion</b></p> <p>Completed by Buckley, Karen (action officer) on 13 September 2023 at 10:27:11 AM - noted - no further action required</p> <p><b>13 Sep 2023 10:27am Buckley, Karen - Notification</b></p> <p>Croft, Rod (first authoriser) notified by Buckley, Karen (action officer) on 13 September 2023 at 10:27:22 AM, Sent to Rod Croft and Lindy Leyonhjelm for authorisation, Notified by Karen Buckley</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/06/2023	Moulamein South Recreation Reserve - AGM	<a href="#">190623</a>	<p><b>RESOLUTION 190623</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Revoke existing members of the Moulamein South Recreation Reserve Committee of management; and</li> <li>2. Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the February 2023 AGM.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	●
<p><b>12 Sep 2023 9:16am Ryan, Sarah - Reallocation</b></p> <p>Action reassigned to Buckley, Karen by Ryan, Sarah - Section 355 resolution</p> <p><b>13 Sep 2023 10:17am Buckley, Karen</b></p> <p>received and noted</p> <p><b>13 Sep 2023 10:28am Buckley, Karen - Completion</b></p> <p>Completed by Buckley, Karen (action officer) on 13 September 2023 at 10:27:50 AM - noted - no further action required</p> <p><b>13 Sep 2023 10:28am Buckley, Karen - Notification</b></p> <p>Dodds, Terry (first authoriser) notified by Buckley, Karen (action officer) on 13 September 2023 at 10:28:22 AM, Sent to Terry Dodds and Lindy Leyonhjelm for authorisation, Notified by Karen Buckley</p>					



Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/06/2023	Moama Lions Community Village Committee - Request for rate waiver	<a href="#">200623</a>	<p><b>RECOMMENDATION</b></p> <p>That Council consider (in the positive or negative) a rate waiver for the Moama Community Lions Village units located at 10 &amp; 12 Council Street Moama until construction of the new units commences.</p>	Ryan, Sarah	●
<p><b>12 Sep 2023 9:17am Ryan, Sarah</b></p> <p>Moama Lions Community Village Committee informed of resolution.</p> <p><b>12 Sep 2023 9:17am Ryan, Sarah - Completion</b></p> <p>Completed by Ryan, Sarah (action officer) on 12 September 2023 at 9:17:44 AM - No further action required.</p> <p><b>12 Sep 2023 9:17am Ryan, Sarah - Notification</b></p> <p>Dodds, Terry (first authoriser) notified by Ryan, Sarah (action officer) on 12 September 2023 at 9:17:55 AM, Sent to Terry Dodds and Lindy Leyonhjelm for authorisation, Notified by Sarah Ryan</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/06/2023	Update on Economic Development and Tourism Strategy	<a href="#">150623</a>	<p><b>RESOLUTION 150623</b></p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Officer’s report on providing an Update on Economic Development and Tourism Strategy as of 15 June 2023 be received and the information noted by the Council.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Ryan, Sarah	●
<p><b>07 Jul 2023 2:31pm Ryan, Sarah</b></p> <p>SR - no further action required. Draft strategy to be reported at future Council meeting.</p> <p><b>12 Sep 2023 9:19am Ryan, Sarah - Target Date Revision</b></p> <p>Target date changed by Ryan, Sarah from 11 July 2023 to 31 October 2023 - Detailed action plan to support strategy currently being developed</p> <p><b>12 Sep 2023 9:19am Ryan, Sarah - Completion</b></p> <p>Completed by Ryan, Sarah (action officer) on 12 September 2023 at 9:19:49 AM - Pending further report to Council</p> <p><b>12 Sep 2023 9:19am Ryan, Sarah - Notification</b></p> <p>Croft, Rod (first authoriser) notified by Ryan, Sarah (action officer) on 12 September 2023 at 9:19:57 AM, Sent to Rod Croft and Lindy Leyonhjelm for authorisation, Notified by Sarah Ryan</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/06/2023	Section 355 Committee Report - Meeting Minutes as at June 2023	<a href="#">160623</a>	<p><b>RESOLUTION 160623</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Kron Nicholas</p> <p>That Council receive and note the June 2023 Section 355 Committee Report.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	●

<p><b>12 Sep 2023 9:20am Ryan, Sarah - Reallocation</b> Action reassigned to Buckley, Karen by Ryan, Sarah - Section 355</p> <p><b>13 Sep 2023 10:25am Buckley, Karen - Completion</b> Completed by Buckley, Karen (action officer) on 13 September 2023 at 10:25:24 AM - noted - no further action required</p> <p><b>13 Sep 2023 10:25am Buckley, Karen - Notification</b> Dodds, Terry (first authoriser) notified by Buckley, Karen (action officer) on 13 September 2023 at 10:25:40 AM, Sent to Terry Dodds and Lindy Leyonhjelm for authorisation, Notified by Karen Buckley</p>
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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/06/2023	Moulamein Courthouse and Men's Shed - AGM	<a href="#">170623</a>	<p><b>RESOLUTION 170623</b></p> <p>Moved: Cr Frank Crawley</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Revoke existing members of the Moulamein Courthouse and Men's Shed Committee of management; and</li> <li>Pursuant to Section 355 of the <i>Local Government Act 1993</i> appoint the new committee members nominated at the May 2023 AGM.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	●
<p><b>12 Sep 2023 9:20am Ryan, Sarah - Reallocation</b> Action reassigned to Buckley, Karen by Ryan, Sarah - Section 355</p> <p><b>13 Sep 2023 10:25am Buckley, Karen - Completion</b> Completed by Buckley, Karen (action officer) on 13 September 2023 at 10:24:25 AM - noted - no further action required</p> <p><b>13 Sep 2023 10:25am Buckley, Karen - Notification</b> Croft, Rod (first authoriser) notified by Buckley, Karen (action officer) on 13 September 2023 at 10:25:00 AM, Sent to Rod Croft and Lindy Leyonhjelm for authorisation, Notified by Karen Buckley</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Moulamein Hall Committee - Committee Dissolved	<a href="#">220823</a>	<p><b>RESOLUTION 220823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council</p> <ol style="list-style-type: none"> <li>Revoke existing members of the Moulamein Hall Committee of Management;</li> <li>Dissolve the Moulamein Hall Committee of management pursuant to Section 355 of the Local Government Act 1993;</li> <li>Approve the donation of existing hall furniture to Moulamein Heritage Village and Moulamein Men's Shed; and</li> <li>Hold the balance of funds in a reserve pending a further report to Council.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Buckley, Karen	●
<p><b>06 Sep 2023 2:22pm Leyonhjelm, Lindy - Target Date Revision</b> Target date changed by Leyonhjelm, Lindy from 05 September 2023 to 06 September 2023 - Waiting on response from Finance</p>					

06 Sep 2023 2:54pm Buckley, Karen

Letter of advice sent to Outgoing Hall Committee., Awaiting closure of bank account and transfer of funds to Council

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2020	Murray Downs Land - Compulsory Acquisition	<a href="#">220220</a>	<p><b>RESOLUTION 220220</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Geoff Wise</p> <p>That the Council:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Ryan, Sarah	●
17 Mar 2020 12:19pm Keogh, Kerri	No comment received on this matter as at 17/03/20.				
31 Mar 2020 2:45pm Harvie, John	The Murray Downs Local Aboriginal Land Council (LALC) has been notified of councils decision. The LALC has commenced action to have the 20Ha lot exempted from the blanket claim on all NSW Travelling Stock Routes.				
21 Apr 2020 9:28am Keogh, Kerri	No further comment/update received on the matter as at 21/04/20.				
18 May 2020 2:37pm Keogh, Kerri	No further comment/update on this matter as at 18/05/20.				
27 May 2020 7:38am Harvie, John	Wamba Wamba nation are finalising an exemption from statewide TSR land claim for the 20Ha parcel of land. Once received compulsory acquisition process will commence.				
18 Jun 2020 9:43am Lewandowski, Rosemarie	No further update at this time.				
16 Jul 2020 9:51am Harvie, John	Still waiting on exemption from blanket TSR claim by NSW Aboriginal Land Council.				
07 Aug 2020 7:22am Harvie, John	As above.				
14 Oct 2020 9:50am Harvie, John	As above.				

**23 Dec 2020 8:25am Harvie, John**

NSW Aboriginal Land Council taking steps to provide a 'No Objection' consent to enable the process to move forward.

**12 Feb 2021 9:25am Harvie, John**

As above

**05 Mar 2021 12:02pm Harvie, John**

Negotiations are continuing

**07 Apr 2021 9:07am Harvie, John**

Meeting with CEO Wamba Wamba wc 19/04/21

**10 Jun 2021 4:07pm Harvie, John**

Negotiations are still continuing slowly.

**15 Jul 2021 7:52am Harvie, John**

As above.

**14 Sep 2021 2:48pm Harvie, John**

As above

**12 Oct 2021 9:23am Harvie, John**

NSW Aboriginal Land Council and the Murray Downs Local Aboriginal Land Council have agreed to provide a 'No Objection' letter supporting a development application by council to develop a business park in Murray Downs.

**02 Nov 2021 9:07am Harvie, John**

Advice received from Kell Moore in relation to the procedure for compulsory acquisition.

**08 Dec 2021 8:34am Harvie, John**

DA being prepared.

**12 Jan 2022 10:50am Harvie, John**

As above

**11 May 2022 11:18am Leyonhjelm, Lindy - Reallocation**

Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Change of personnel

**12 Jul 2022 4:47pm Leyonhjelm, Lindy - Reallocation**

Action reassigned to Harvie, John by Leyonhjelm, Lindy - JH to completed

**13 Jul 2022 7:39am Harvie, John**

Work in Progress

**13 Sep 2022 8:16am Harvie, John**

This matter will now be actioned by the Director of Community and Economic Development and the manager of Contracts and Leases.

**05 Oct 2022 1:30pm Harvie, John**

A meeting with the Acting CEO of Wamba Wamba was held on 05/10/2022

**09 Nov 2022 10:41am Leyonhjelm, Lindy - Reallocation**

Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Acting Director Community & Economic Development to continue with actions required

**10 Nov 2022 7:00am Ryan, Sarah**

SR - JH/SR met with Local Aboriginal Land Council. A subsequent meeting with NSW Aboriginal Land Council was postponed late October due to flood event. Meeting to be rescheduled in November.

**16 Mar 2023 9:05am Ryan, Sarah**

SR - met with Local Aboriginal Land and NSW Aboriginal Land Council. It was proposed that the Local Aboriginal Land Council claim the land and progress the industrial development with support from MRC due a recent find of remains on an adjacent block of land.

<p><b>04 May 2023 10:21am Ryan, Sarah - Target Date Revision</b></p> <p>Target date changed by Ryan, Sarah from 10 March 2020 to 30 June 2023 - SR in discussions with NSWALC.</p> <p><b>12 Sep 2023 8:51am Ryan, Sarah</b></p> <p>SR - Officers continuing to work with Wamba Wamba LALC and NSW ALC to seek first nations led projects with mutually beneficial outcomes.</p> <p><b>12 Sep 2023 8:52am Ryan, Sarah - Target Date Revision</b></p> <p>Target date changed by Ryan, Sarah from 30 June 2023 to 30 June 2025 - Long term project</p>
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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 23/11/2021	Notice of Motion - Enter into discussions with Service NSW to seek the provision of Service NSW Services, to the communities of Murray Downs, Koraleigh and Tooleybuc, by establishing a new agency in one of these towns.	<a href="#">171121</a>	<p><b>MOTION</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council enter into discussions with Service NSW to seek the provision of Service NSW services, to the communities of Murray Downs, Koraleigh, and Tooleybuc, by establishing a new agency in one of these towns.</p> <p><b>RESOLUTION 171121</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Alan Mathers</p> <p><b>Amendment to Motion</b></p> <ol style="list-style-type: none"> <li>That Council enter into discussions with Service NSW to seek the provision of Service NSW services, to the communities of Murray Downs, Koraleigh, and Tooleybuc, by establishing a new agency in one of these towns.</li> <li>That Council seek a review by Service NSW with a view to strategically planning new services as a result of population expansion and growing need.</li> </ol>	Lees, Jodi	●
					CARRIED
	<p><b>12 Jan 2022 11:41am Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Harvie, John by Leyonhjelm, Lindy - John Harvie will be discussion services with Service NSW</p> <p><b>08 Feb 2022 7:44am Harvie, John</b></p> <p>Video conference with Service NSW held in January, to discuss the matter. Submission to Service NSW being prepared.</p> <p><b>07 Mar 2022 3:22pm Harvie, John</b></p> <p>Submission to Service NSW early April.</p> <p><b>11 May 2022 11:18am Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Change of personnel</p> <p><b>12 Jul 2022 8:13am Ryan, Sarah</b></p> <p>JH/SR - Draft Business Case is complete. SR to review and report at a later Council meeting. 12/07/22</p> <p><b>10 Nov 2022 7:01am Ryan, Sarah</b></p> <p>SR - JL has submitted business case to Service NSW for consideration.</p> <p><b>10 Jan 2023 11:11am Ryan, Sarah</b></p> <p>SR - Service NSW have requested further information to consider proposal.</p>				

**04 May 2023 10:17am Ryan, Sarah - Reallocation**

Action reassigned to Lees, Jodi by Ryan, Sarah - To provide update on status of business case with Service NSW

**08 May 2023 9:51am Lees, Jodi**

Proposal to include services currently with Service NSW. Request for an update on proposal sent 04/05/2023. Awaiting response.

**04 Aug 2023 10:40am Lees, Jodi**

Discussion with Manager Alternate Channels Service NSW who is supporting the proposal. Advised that multiple requests made for an outcome however no outcome disclosed as yet. JL to put forward a proposal to Manager Alternate Channels to have the Service NSW Mobile Customer Service Centre attend the outlying areas set out in our proposal.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/04/2022	Commercial Development Enquiries - Murray Downs	<a href="#">240422</a>	<p><b>MOTION</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council</p> <ol style="list-style-type: none"> <li>Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to RU5 Village.</li> <li>Include \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal</li> <li>Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.</li> </ol> <p><b>RESOLUTION 240422</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p><b>AMENDMENT TO MOTION</b></p> <ol style="list-style-type: none"> <li>Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to an appropriate zoning.</li> <li>Include \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal</li> <li>Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.</li> </ol> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich, Frank Crawley, Kron Nicholas, Geoff Wise and Dennis Gleeson</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	Ryan, Sarah	●
<p><b>11 May 2022 11:17am Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Change of personnel</p> <p><b>12 Jul 2022 4:48pm Leyonhjelm, Lindy - Reallocation</b></p> <p>Action reassigned to Harvie, John by Leyonhjelm, Lindy - JH to complete</p> <p><b>13 Jul 2022 7:41am Harvie, John</b></p> <p>Preparing a quotation brief</p> <p><b>13 Sep 2022 8:24am Harvie, John</b></p> <p>Determining the appropriate zoning for this parcel of land.</p> <p><b>05 Oct 2022 1:34pm Harvie, John</b></p>					

Finalizing suitable zone and engaging consultant to prepare the application to rezone.

**09 Nov 2022 10:42am Leyonhjelm, Lindy - Reallocation**

Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Acting Director Community & Economic Development to continue with actions require

**04 May 2023 10:22am Ryan, Sarah - Target Date Revision**

Target date changed by Ryan, Sarah from 10 May 2022 to 30 June 2023 - SR - budget dependent

**12 Sep 2023 8:53am Ryan, Sarah**

SR - pending a further report to Council

**12 Sep 2023 8:54am Ryan, Sarah - Target Date Revision**

Target date changed by Ryan, Sarah from 30 June 2023 to 31 December 2023 - Council to determine priorities for commercial development opportunities

**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)**

Murray River Council has taken home a win at this year's National Economic Development Awards for Excellence for the 2022 Australian Darts Open event.

Winning the 'Economic Development Initiatives - Regions Under 15,000 Residents' award category, Council was recognised for stimulating economic development activity through coordination of the event.

The category winners were announced at the awards gala evening on Wednesday 23 August in Karratha WA.



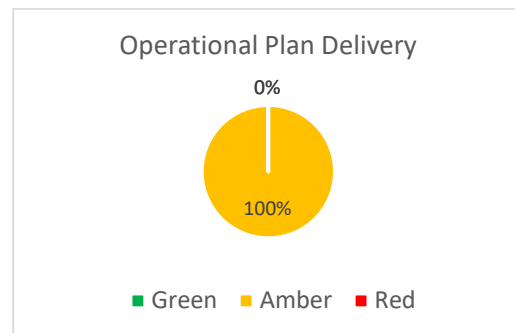


murray river council Monthly Operational Report – August 2023 **Community Services**

**PART A: Section Accountabilities and Team Roles**

Manager Community Services - Karen Buckley	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																																																																																																																											
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4 year Delivery Plan, the Community Services Unit relates to:

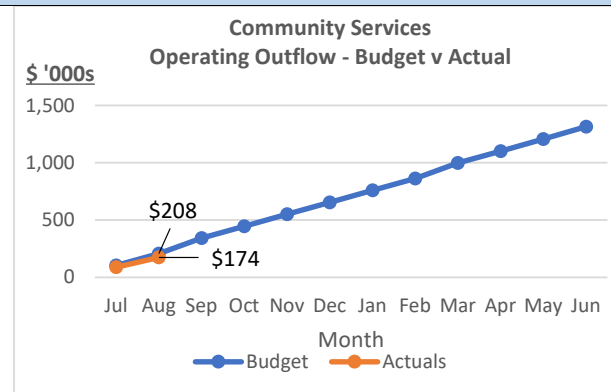
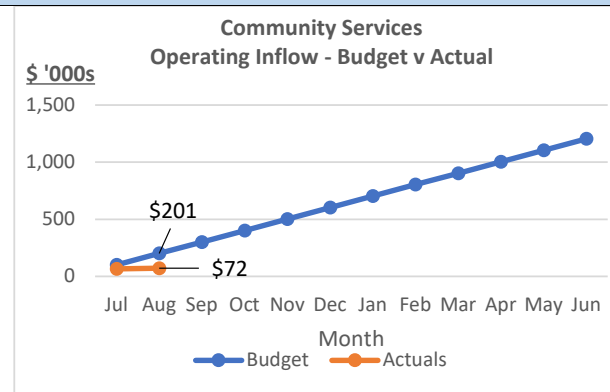
1. deliver safe, sustainable human/social services to residents through our contract agreements held by both State and Australian Commonwealth Governments.
2. identify and advocate for increased (external) services, in areas where there are evident gaps in service delivery.

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		
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
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		✓				
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
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.	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
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		✓				
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
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 to 30/06/25. 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		✓	✓			
	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			✓			
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
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		✓	✓			
<b>Theme 6 – Goal 3 – Advocate for improved public transport.</b>									
6.6 – Public Transport that connects towns									

Continue to deliver Community Transport options to a variety of community members. (S DCED)	Advocate	(DP 6.7.1) Continued use of Community Transport Services	B: MCS P: MCS O: CHS		✓			
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**PART C: Financial Outcomes**



**PART D: Project Status**

**PART E: Business as Usual**

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 – eg. no access to public transport or public transport does not meet their needs – 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.**

During August 2023 the Community Services Aged Care team delivered the following supports:

Social Support - 1386 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 - 401 meals - Home Maintenance - 21 hours , Home Modifications - \$930, Transport – 1027 trips

YHub continues in Moulamein with young people provided the opportunity for social participation – various activities and a light meal is provided. An average of 8 younger people attend each week.

**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.)**

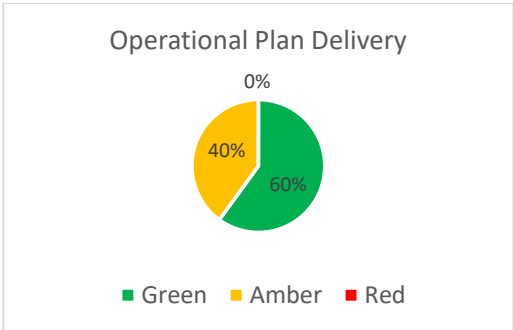
**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

murray river council Monthly Operational Report – August 2023 **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>																																																																								
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



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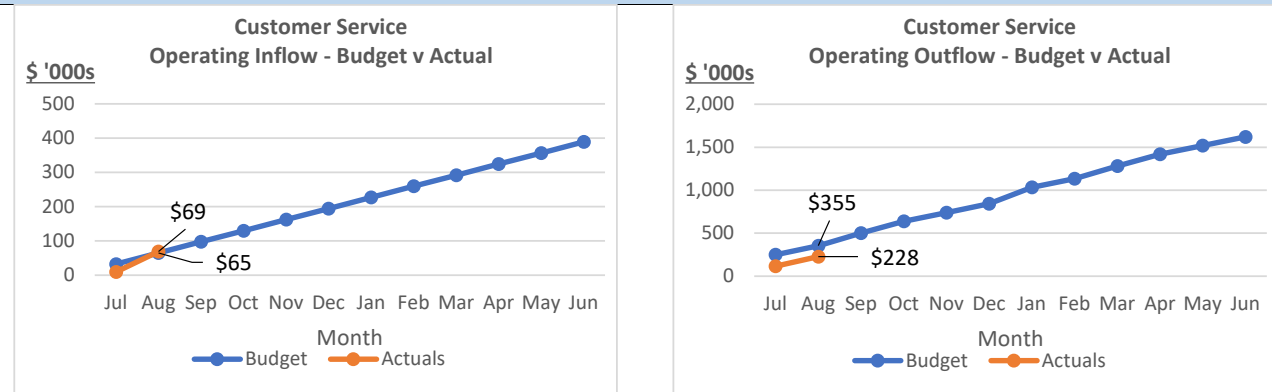
murray river council Monthly Operational Report – August 2023 Customer Service

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
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<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.1 – Visitor and Resident information</b>									
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"> <li>Service NSW services are offered in Barham, Moama and Moulamein.</li> <li>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.</li> <li>The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter.</li> <li>All visitations are advertised on social media and via flyers.</li> </ul>	●
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.2 – Provide a variety of options on how people can contact Council</b>									
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"> <li>Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which will encompass digital platforms.</li> <li>Voice of Customer surveys commenced in 2022-23 fourth quarter to measure satisfaction rates and track customer journey.</li> </ul>	●
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.3 – Customer Service Charter</b>									
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"> <li>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.</li> </ul>	●
	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"> <li>In consultation with HR.</li> <li>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.</li> </ul>	
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>									
<b>3.12 – Cemeteries / commemoration</b>									
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"> <li>Review commenced and ongoing by CT Management in conjunction with the Revenue Taskforce and council asset assessments.</li> </ul>	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
<b>4.2 – Formation of Networks - training and networking to fulfil social function and spark migration of ideas</b>									
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"> <li>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.</li> <li>Tech Savvy for Seniors programs in Barham and Mathoura.</li> </ul>	●
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
<b>4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.</b>									

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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: MCUSS P: MCUSS O: MCUSS	✓	• Proposal to include services in our Mobile Library Customer Service Centre advocating for provision of Service NSW services submitted. Still awaiting response.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b> 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: MCUSS P: MCUSS O: MCUSS	✓		

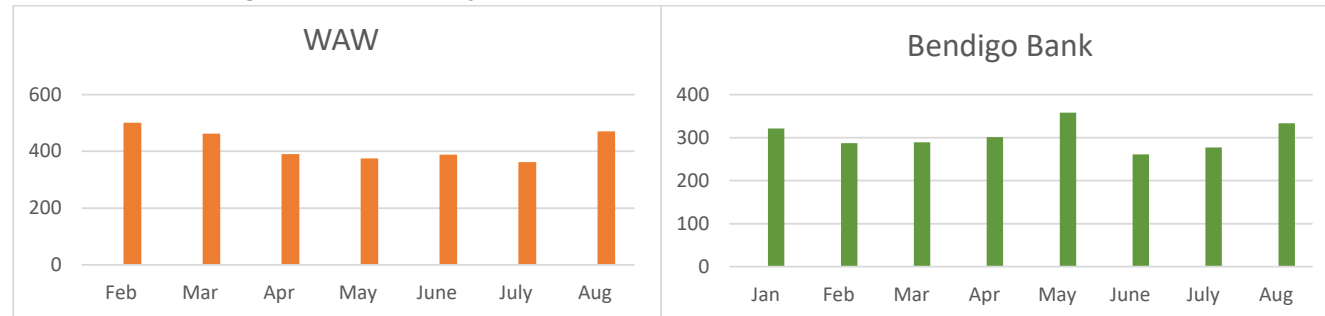
**PART C: Financial Outcomes**



**PART D: Project Status**

**PART E: Business as Usual**

**WAW and Bendigo Bank Monthly Transaction Statistics**



WAW Moulamein								
Month	Jan	Feb	Mar	Apr	May	June	July	Aug
WAW Number transactions	379	501	462	390	375	388	362	470
WAW non dep.wdl transactions	72	84	95	67	50	68	77	138

Bendigo Bank Mathoura								
Month	Jan	Feb	Mar	Apr	May	June	July	Aug
Bendigo Number transactions	321	287	289	301	358	261	277	333
Bendigo non dep. wdl. transactions	112	111	136	110	75	128	105	120

Moulamein WAW increase in total transactions for the month by over 100 transactions with a total of 608 transactions for the month in comparison to 439 transactions for July. This is a combination of deposit and withdrawals as well as other transactions such as change requests, passbook updates and balance checks. This agency averaged 26 transactions per day for the month of August.

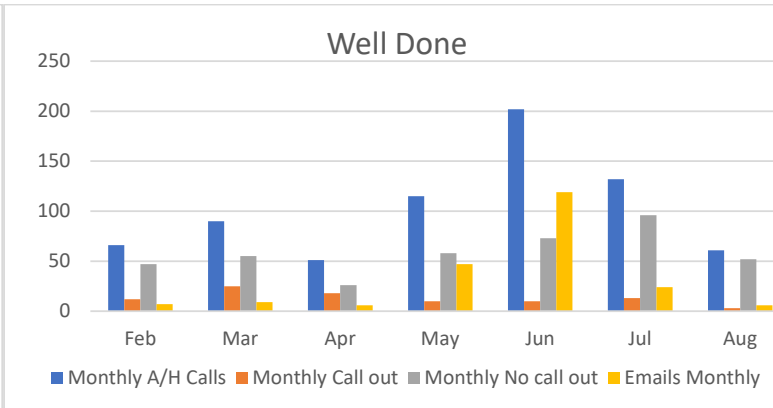
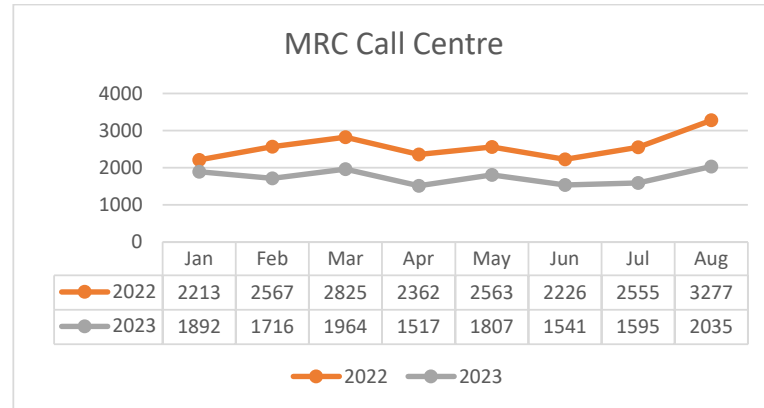
Mathoura Bendigo Bank Agency also saw an increase in their transactions for August with a total of 453 transactions for the month as opposed to 382 transactions for July. Balance checks and passbook updates are the most popular non deposit and withdrawal transactions along with change requests from local businesses. This agency averaged 20 transactions per day for the month.

It is interesting to note that August was the second busiest month for both banks this calendar year.



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**MRC Call Centre Monthly Statistics**



**Mathoura Call Centre**

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Monthly total answered	1852	1674	1898	1468	1746	1514	1517	1932
Monthly total unanswered	40	42	66	49	61	27	78	103

**Well Done**

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Monthly A/H Calls	90	66	90	51	115	202	132	61
Monthly Call out	17	12	25	18	10	10	13	3
Monthly No call out	66	47	55	26	58	73	96	52
Emails Monthly	9	7	9	6	47	119	24	6

MRC Call Centre statistics are following the same pattern as last year in terms of calls per month even though we have seen a decrease in the number of incoming calls. Our calls received decrease in April and June and increase in May and July in both 2022 and 2023.

**V/Line**

Barham CSC conducted 133 V/Line sales in the month of August.

**Service Requests**

Service Requests	805
Finalised	690
Phone Messages	578 (included in Service Request figures)
Snap Send Solve	13 (included in Service Request figures)

**Cemeteries**

We had a total of 7 interments and 4 plaque installations for July.

Cemetery	Interment	Plaques	Occupied	Vacant	Reserved
Barham	1 Burials	2 Plaques	1327	555	60 (1 Unavailable)
Mathoura Lawn	0	0	166	63	3 (1 Unavailable)
Mathoura Pioneer	0	0	429	313	16
Moama	4 Burials	3 Plaques	1882	1348	114 (80 Unavailable)
Moulamein	1 Burial	1 Monument	443	278	6
Tooleybuc	1 Burial	0	149	197	31

**Tourism**

We have seen an increase in numbers of people calling into the Information Centre. The majority of customers are middle aged people looking for local information or maps to assist them to reach their destinations. There have also been a couple of bus groups call in. We have received very positive comments about how nice the Centre is and how great the services are that we provide for the Community and for people passing through.



**Library Services**

Murray River Council - Library Membership				
Profile/Branch	Barham	Mathoura	Moulamein	Murray River Mobile
Adult	699	65	139	7
Child	38	5	22	7*
Youth	15	0	1	0
Institution	4	0	1	0*
Online	24	2	2	0
Temporary	4	0	0	0
<b>Total</b>	<b>784</b>	<b>72</b>	<b>165</b>	<b>7</b>

\* There are a lot of Tooleybuc and Wakool school students that are still registered as Swan Hill Mobile users (approx. 80)

\* The Tooleybuc and Wakool Schools and Preschools are still registered as Swan hill Mobile users.

**Barham Library:** Move & Groove has once again seen the children enjoy some lovely stories during August and create some beautiful craft. We provided an opportunity for children to decorate a mug and card for their Dad, Grandparent or special person. Our Saturday Storytime in August featured "Noni the Pony" with some beautiful Noni's being created by the children. 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 – another 4 people accessed help during August. 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 the company of like-minded folk. Afternoon tea is provided, and this is a free workshop, iPads are 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. The Barham library received a grant in the form of Harvey Norman gift cards to the value of \$1400.00 which was used to purchase two new iPads and covers for use within the library. This now sees us having four iPads that our Patrons can use during Tech Savvy Seniors classes, Cryptic Crossword workshops and at other times as required.

Violet Daniels has commenced as a Casual Library Assistant and is thoroughly enjoying learning all about libraries and the people who love them.

**Moulamein Library:** Numbers remain high for our Friday afternoon games day which has children aged between 7 and 12 attending and enjoying the new additions of lego and the Nintendo switch. Our gaming chairs that were purchased with priority grant funding are extremely popular and parents have been receiving requests from attendees for these chairs at home.

**Mathoura Library:** Mathoura Library were successful in grant funding for Grandparents Day. The \$250 funding will be spent on holding a special day for families to bring a Grandparent(s) to the library for a special celebration. We are receiving deliveries of books that we ordered with the priority grant funding and have been displaying the books to our community. Our toys and lego have also arrived and this will enable us to hold school holiday programs and pre school activities on a regular basis. We are waiting on the arrival of our new shelving and furniture for the children's area.

**Mobile Library:** The Mobile Library was well received in Wakool this month with attendees wanting to pay rates and at one stage we had a queue which was a first. We advertised the ability to pay rates at the Mobile Library on social media which was successful coupled with the inability to pay at the post office. We are hoping that this will encourage communities to attend our centre more regularly in the future.

**Campaspe Library Services**

534 active Moama residents

19 residents receiving monthly deliveries

Murrayvale bulk loan (1 crate of resources per month)

Southern Cross bulk loan (1 crate of resources per month)

6 outreach support clients

20 Volunteers

3 Wellbeing group activities per month (1 at Southern Cross, 1 at Murrayvale, 1 at Library Moama Social Support Group)

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**

*Awaiting first quarter results.*

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

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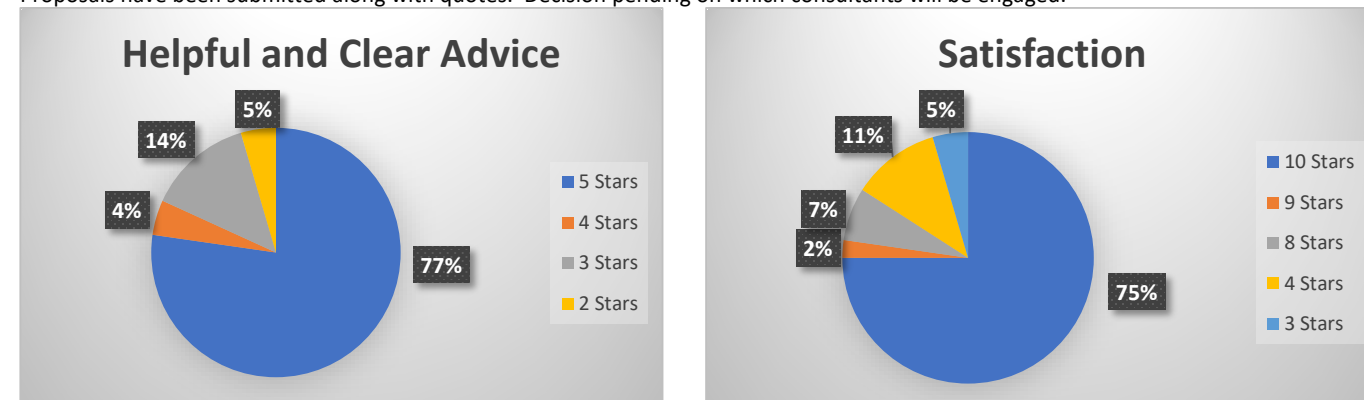
**Voice of Customer**

We contacted a total of 60 customers who submitted service requests during August. Our overall score for Helpful and Clear advice was 90.1% while our score for Satisfaction was 88.4%.

14 customers did not answer and further calls were made although no response was received.

We received 1 staff compliment across the organisation for their helpful and clear advice. As with last month other comments centred around length of time for a returned, no contact or still waiting for response and never received an outcome.

This is an opportunity to improve our communication with our customers and the introduction of a Customer Experience Strategy that provides clear deliverables will go a long way to setting MRC on a path toward achieving excellence in customer experience. We will be engaging consultants to assist with designing and implementing a strategy that provides a clear roadmap that reflects its vision of delivering an improved customer experience across all areas of the business and meets the needs of the community now and into the future. Proposals have been submitted along with quotes. Decision pending on which consultants will be engaged.



*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 Factor.)**

**Customer Experience:** We see an opportunity to improve Customer Experience across our organisation. The introduction of a Customer Experience Strategy that provides clear deliverables will go a long way to setting MRC on a path toward achieving excellence in customer experience. We will be engaging consultants to assist with designing and implementation of a strategy that provides a clear roadmap reflecting MRC’s vision of delivering an improved customer experience across all areas of the business and meets the needs of the community now and into the future. Proposals have been submitted along with quotes. Decision pending on which consultants will be engaged.

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

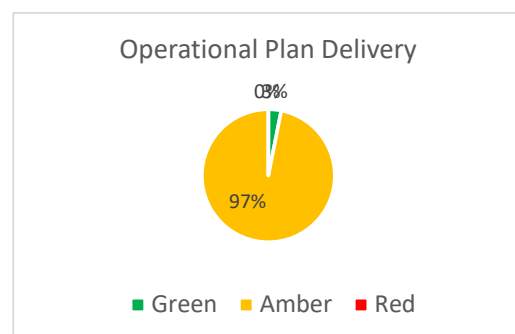
**Staffing Levels** – We interviewed 14 applicants for the Customer Service role and conducted 5 second round interviews. We employed 3 new Customer Service Officers who are due to commence in September. Of the 3 that we employed, 2 came from Echuca Moama Tourism and 1 from Community Living and Respite Services. We look forward to these team members joining us and believe they will be a great addition to our team bringing a wealth of customer service experience with them.

**Customer Experience Conference** – Manager Customer Service attended the NSW Local Government Professionals Customer Experience Conference during the month. This conference focused on customer experience strategy and we heard from Isabella Villani, Managing Director of Exceed Global and Author who spoke about the future direction of the Customer Experience industry. This particular presentation was very relevant to what we would like to achieve at MRC and gave great insight into how we can improve and benefit from providing a great experience for all our customers. We also heard from speakers from City of Newcastle, Penrith City Council, Northern Beaches Council, Camden Council, Maitland City Council and City of Tea Tree Gully who have recently developed Customer Experience Strategies. They spoke about digital transformation, the need for journey mapping to gain a deep understanding of customer needs, creating a customer centric culture and trust, and quality assurance. The conference provided information and tools that we can use to enhance our customer experience in MRC.

PART A: Section Accountabilities and Team Roles

Acting Manager of Economic Development and Tourism – Beck Hayward	Economic Development Officer	Economic Development and Tourism Officer	Grants Officer	Administration/Events 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>																																																																																																														
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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		
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.1 – Visitor and Resident information</b>									
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:	✓				Due to the administration resources required and out-of-date nature of a community directory, the eco dev team will consider different options to make information about community groups available to the public.  This project ties in with the Live Here, Work Here, Play Here project, to be delivered in 2023-24.	●
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.6 – Improve externally provided information and communication.</b>									
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:		✓			Due to the administration resources required and out-of-date nature of a community directory, the eco dev team will consider different options to make information about community groups available to the public.  This project ties in with the Live Here, Work Here, Play Here project, to be delivered in 2023-24.	●
	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.	●
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
<b>2.8 – Community and Council collaboration</b>									
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.	●
		(DP 2.8.3) Further develop partnerships with local community groups to implement community driven projects	B: MCE P: MCE O: MCE	✓	✓	✓	✓	ONGOING  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.  <i>During August economic development as staff met with:</i> <ul style="list-style-type: none"> <li>• Barham community members about the Arts and Culture Strategy.</li> <li>• Spoke with River Country Art Trail Steering Committee members to discuss the project status.</li> </ul>	●

									<ul style="list-style-type: none"> <li>Spoke with Tooleybuc Harvest Festival Committee to coordinate event delivery.</li> </ul> <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>	
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b> 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 4.2.2) 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:	✓	✓	✓	✓	ONGOING	Economic development staff met with and worked with the following during July: <ul style="list-style-type: none"> <li>Barham Water Tower Art Committee</li> </ul> During July, the following events and activities took place: <ul style="list-style-type: none"> <li>Moama Lights 2023</li> <li>Moama Lights Ice Skating</li> </ul> During August, the following events and activities took place: <ul style="list-style-type: none"> <li>NAIDOC Week activities at Mathoura and Wakool Public Schools.</li> </ul>	●
<b>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).</b> 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:		✓	✓	✓	To do.		●
	Partner, Advocate	(DP 4.5.2) Ongoing support and advocacy for local indigenous sites and development of programs.	B: MEDT P: O:			✓	✓			
	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:				✓			
<b>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).</b> 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"> <li>Friends of Old Moama</li> <li>The Border Flywheelers Museum</li> <li>Moulamein Heritage Park</li> <li>Moulamein Old Courthouse</li> <li>Chanter Estate Military Museum</li> <li>Good Vibrations Motorcycle Museum Mathoura</li> </ul> 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.	●
<b>Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).</b> 4.8 – Developing future leaders										
Develop a learning and development strategy including leadership	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.	●



opportunities – Emerging Leaders Program (S DCED)									
<b>Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.</b>									
<b>4.9 – Public Arts and Culture Projects</b>									
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:	✓	✓			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. Council has set the dates for Community Consultation which will be communicated with the community in September.	●
	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:	✓	✓	✓		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. During July, Council opened a tender process inviting proposals from strategic art consultants.	●
	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.	●
<b>Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.</b>									
<b>4.10 – Regional Events</b>									
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:	✓	✓	✓	✓	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	●
	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:	✓	✓	✓	✓	Eco Dev staff worked with South West arts to deliver a NAIDOC Week program in local schools. Eco dev staff support various community groups to plan and run events within our communities.	●
	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:				✓		
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
<b>4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.</b>									
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:			✓			
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									
<b>5.2 – Commercial Investment Strategy.</b>									
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:			✓	✓		
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									

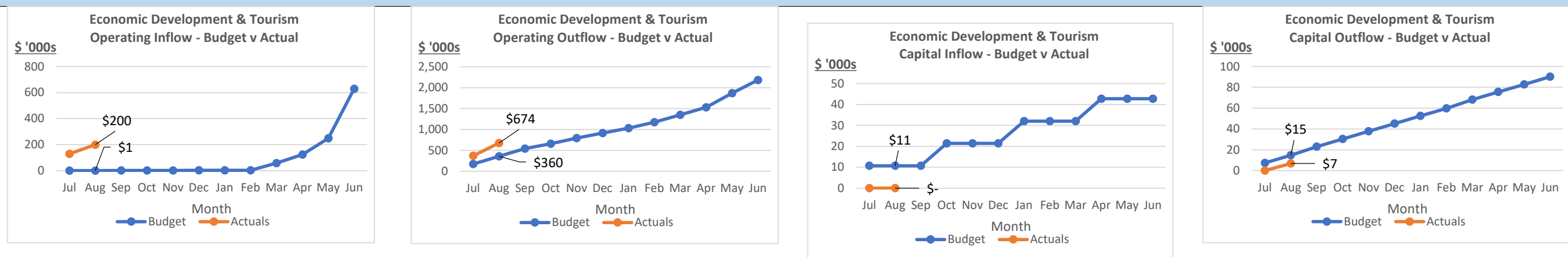


5.3 – Prepare an Employment Lands Strategy										
Prepare an Employment Lands Strategy  (S DCED)	Deliver	(DP 5.3.1) Prepare and implement an Employment Lands Strategy	B: MEDT P: O:		✓	✓			Eco Dev invited submissions from suitable consultants to undertake Council’s Employment Lands Strategy and appointed 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.	●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>										
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.	●
<b>Theme 5 – Goal 2 – Continue to develop strong and resilient communities.</b>										
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:				✓			
<b>Theme 5 – Goal 2 – Continue to develop strong and resilient communities.</b>										
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. (S DCED)	Deliver, Partner, Advocate	(DP 5.7.1) Development and implementation of community actions plans	B: MEDT P: O:		✓	✓	✓		To do	●
<b>Theme 5 – Goal 3 – Promote and grow tourism across the region.</b>										
5.8 – Promotion of local attractions										
Yearly Events Strategy and Marketing and Promotions Plan developed. (S 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.	●
<b>Theme 5 – Goal 3 – Promote and grow tourism across the region.</b>										
5.9 – Promote advantages to visit, live, work and invest										
Live, Work and Play in River Country Project further developed and implemented. (S 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	●
<b>Theme 5 – Goal 3 – Promote and grow tourism across the region.</b>										
5.10 – Growing Tourism across the LGA.										
Develop an Economic Development and Tourism Strategy.	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.	●

(\$ DCED)	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.	●
	Advocate	(DP 5.10.3) Advocate for steam trains and replica train stations across the region	B: MEDT P: O:				✓		
<b>Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.</b>									
<b>5.11 – Innovation</b>									
Be engaged in innovation and technology platforms and networks. (\$ DCED)	Partner, Advocate	(DP 5.11.1) Investigate and undertake pilot programs – cropping	B: MEDT P: O:		✓	✓	✓	To do	●
<b>Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.</b>									
<b>5.12 – Research &amp; Development (R&amp;D)</b>									
Engage with universities and research institutions. (\$ DCED)	Partner, Advocate	(DP 5.12.1) Investigate and undertake pilot programs (including seeking funding sources) – cropping	B: MEDT P: O:		✓	✓	✓	To do	●
	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:				✓		
<b>Theme 6 – Goal 3 – Advocate for improved public transport.</b>									
<b>6.6 – Public Transport that connects towns</b>									
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:			✓	✓		
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.3 – Apply data sources to improve corporate decision making.</b>									
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:				✓		
<b>Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.</b>									
<b>7.6 – Promote advanced technologies.</b>									
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 is 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. (S 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.	●
<b>Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.</b>									
<b>7.7 – Community based energy generation (Micro-grids).</b>									
Support community led energy generation enterprises. (S 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.	●
<b>Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.</b>									
<b>7.9 – Electric Vehicle charging stations.</b>									
Align public infrastructure with customer and community requirements. (S DCED)	Deliver, Advocate, Partner	(DP 7.9.1) Explore options for external funding of EV charging stations to meet demand.	B: MEDT P: O:			✓			
	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:			✓			
<b>Theme 7 – Goal 4 – Monitor and assess emerging global technology trends.</b>									
<b>7.12 – Be prepared to leverage emerging technologies for Economic &amp; Community Development</b>									
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**



Economic Development and Tourism Operating outflow is showing a discrepancy due to a timing difference between budget and expenditure. This can be rectified in the QBR1.

**PART D: Project Status****PART E: Business as Usual****TOURISM OFFICER UPDATE**

During August, significant efforts were dedicated to the Spring River Country Marketing Campaign initiative. This involved coordinating the preparation and organisation of content for the website update, as well as orchestrating the "Discover Food and Wine in River Country" marketing campaign under the Spring River Country Marketing Campaign umbrella. This campaign aims to spotlight the finest culinary and wine experiences available within River Country, highlighting the exceptional offerings at our acclaimed dining establishments. The primary audience for the Spring campaign is:

- High Yield Travellers (HYT) for weekend trips from Melbourne
- Empty nesters with high disposable income
- High income "SINKS and DINKS" (Single Income no kids/ Double Income no kids 35-65)
- Professional women on "girls' weekends" away

The aim of this campaign is to attract new people into the region, people that have a love of food and wine and may traditionally go to places like the Yarra Valley or Mornington Peninsula due to their premium food and wine offerings.

Other tourism activity included:

- Collaborating with my leadership team and Campaspe Shire to devise a solution for face-to-face visitor services, following the closure of the Visitor Information Centre, as well as addressing local businesses' concerns pertaining to the closure.
- As above, preparing the Spring River Country Marketing Campaign, including refreshing website content and coordinating a photo shoot and content creation with our social media team, in collaboration with local businesses.
- Utilising social media platforms and local media to entice spectators to the Darts events.
- Promoting forthcoming events within River Country, notably the Barham Rock N Roll Festival, Murray Downs 35 Hole Ambrose, Barham Koondrook Show, and Moulamein Sheepdog Trials.
- Continuing discussions with event organisers about introducing a new live music event to the area.
- Collaborating with Club Barham and Murray Regional Tourism to curate experiences for the over 60s Bowls Tournament slated to arrive in Barham in 2024.
- Conducting post-event reviews with businesses involved in Moama Lights.
- Updating the Moama Lights website and social media profiles to accurately reflect the event's progress.
- Coordinating marketing efforts for the Small Business Month event.
- Facilitating the events calendar for the year 2024 and distributing to local businesses and media.
- Completing the updated edition of the Backroads Trail Brochure.
- Organising the placement of a River Country sign to brand the back of the Tooleybuc Motor Inn bus.
- Attending a two-day Tourism Managers forum held in Barham, hosted by Murray Regional Tourism.
- Collaborating with Campaspe Shire to host the Volvo Car Clubs National Rally in the region in 2024.

**August Social Media Report**

[Visit River Country August Facebook Overview](#)

Post Reach: 20,140

Post Engagement: 8,614

New Page likes/ Followers: 9

Current page followers= 10,555

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

Top Posts:

- 1) Murray Downs Bridge Sunset (13th August)

Performed best on Facebook with: Reached 6410 people And 350 Reactions, Comments & Shares

- 2) The beautiful town of Moulamein (22<sup>nd</sup> August)

Performed best on Facebook with: Reached 5334 people And 1166 Reactions, Comments & Shares

- 3) Tattersalls Hotel Moulamein (6<sup>th</sup> August)

Performed best on Facebook with: Reached 3041 people And 353 Reactions, Comments & Shares

Instagram Reach = Instagram Reach = 1953 Current following = 2,068 New following: 29 (net)

#### GRANTS OFFICER UPDATE

##### Small Business Month (Oct) - SUCCESSFUL funding for \$2,500

NSW Small Business Month is a month-long program created for small businesses across New South Wales to attend events aligned to their individual business interests. The theme for October 2023 is My Small Business and is focused on providing assistance and tips on how small businesses can strengthen their business in seven key areas – branding and marketing, cyber security, business health, ecommerce, current market conditions, resilience and teams.

MRC was successful in receiving grant funding to run a Small Business Seminar on Oct 13<sup>th</sup> at Rich River Golf Club, with keynote speak Michael Licenblat who is a resilience expert and teaches people how to achieve more in high-pressure environments by bouncing back from pressures, setbacks, and rejections.

Murray River Council's - Community Grants Program  
2023-24 Round 1 – CLOSING 15<sup>th</sup> September 2023.

#### AWARDS UPDATE

1.	Local Government Week Awards 2023	<b>2023 RH Dougherty Events &amp; Communications Awards – (Moama Lights 2022)</b> <b>Planning Awards – (Development Services Restructure)</b>  The Local Government Week Awards were presented on Thursday 3 August 2023 at Doltone House, Hyde Park.	<b>“Highly Commended”</b> Awarded in both categories
2.	Australian Event Awards and Symposium	<b>Best Regional Event – (Moama Lights 2022)</b> Winners to be announced at Awards Ceremony 13 September, Bankstown NSW	<i>National Nominee</i>
3.	2023 National Economic Development Awards for Excellence	<b>Economic Development Initiatives - Regions Under 15,000 Residents - (Darts Australia 2022)</b> MRC has been selected as a Finalist! The Award Gala evening will be held at the National Economic Development Conference 2023 in Karratha, WA.	<b>WINNER</b> announced at Award Gala evening held 23 August 2023
4.	NSW Australian Tourism Awards	<b>Festivals and Events - (Moama Lights 2022)</b> Winners will be announced at the Gala Dinner to be held in Sydney on 8 November 2023.	Judging underway. Finalists to be announced 27 September

**Reporting and Acquittals**

A surge in multiple projects activity and milestone deadlines aligning, has created a busy period for managing reporting and acquittals which is our financial accountability process. Milestones and acquittals involve the systematic review and reconciliation of project expenditures against budget allocations and timeframes to ensure resources are being utilised effectively and in accordance with established funding guidelines and contractual obligations.

**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.)**

Council received a *highly commended* in the following two categories at the Local Government Week Awards (presented on 3 August):

- 2023 RH Dougherty Events & Communications Awards – (Moama Lights 2022)
- Planning Awards – (Development Services Restructure)

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

Ec Dev currently have the following projects underway:

- Development of Council’s Economic Development Strategy
- Development of Council’s Arts and Culture Strategy
- Development of Council’s Employment Lands Strategy
- Development of the River Country Silo Art Trail

Planning is underway for a business seminar to be held in Moama during Small Business Month in October.



**PART A: Director Accountabilities and Key Performance Indicators**

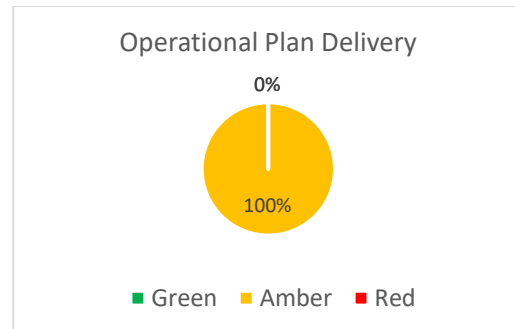
Director of Planning and Environment – Rod Croft	SBPO	Accountability	Key Performance Indicators 2023/2024	Evidence/Comments:	●●●
<p>The Planning and Environment Department has approximately 65 full time equivalent staff spread across 3 Branches – Waste and Regulatory Services, Parks&amp;&amp; Open Spaces 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 &amp;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.		
	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.		
	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 is expected to be appointed in June.	●
	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.	●
	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.	●
	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.	●
	S	Section 138’s Driveways and Crossovers	By March 24 provide a detailed design for the Meninya Street Precinct	Procurement for successful supplier remains in progress and is expected to be submitted to Council in September.	●
	S	Solar Energy	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).	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. However, the Meninya Street Precinct plan has been completed, with the detailed design component being worked on currently. Grant funding has been applied for in advance to implement the vision of the Meninya street streetscape and land scape works in line with the concepts and eventual detailed design.	●
	S	Building and Development	By Sept 24 assist the Director of Corporate Services and the CEO in developing the funding model for the Meninya Street Precinct.		
	S	Internal Approvals Part 5			
	S	Planning Advisory Service			
	S	Meninya Street Project			



**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. 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 &amp; 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 &amp; Environment. Additional to this the role services customers/applicants in relation to planning and building related development approvals and certificates.</p>																																																																																																																																																																																		
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

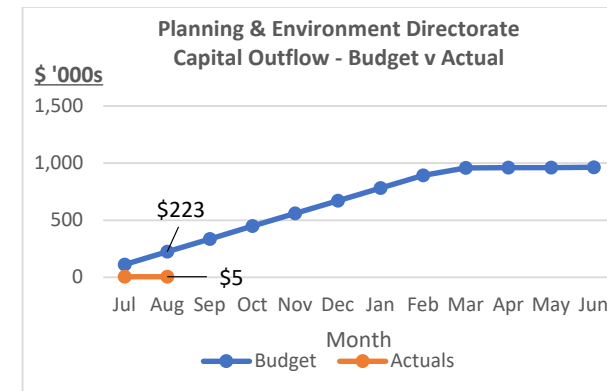
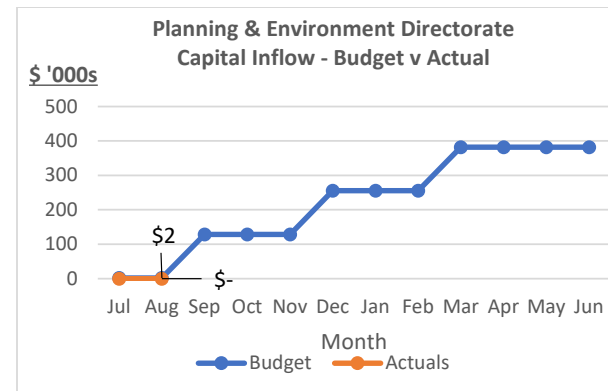
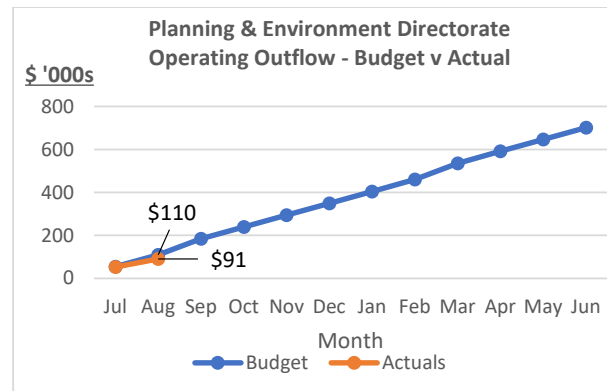


Under the 4 year Delivery Plan, the *Section* relates to The Planning and Environment Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
<b>1.6 - Stewardship agreements</b>									
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		✓	✓	✓		
<b>Theme 1 – Goal 3 - Plan for the impacts of climate change</b>									
<b>1.7 – Environmental Sustainability Strategy</b>									
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:			✓	✓		
<b>Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example</b>									
<b>2.5 – Leadership that is trusted, capable and collaborative</b>									
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. Extensive consultation and investigation completed to formulate Concept Designs. Procurement underway for Civil Design and investigations to facilitate future construction with recommendation for award of contract submitted to Council in September 2023 Meeting.	●
<b>Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.</b>									
<b>3.10 – Streetscaping / Master planning / Placemaking</b>									
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:	✓	✓	✓	✓		
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>									

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



PART D: Project Status

Project	Update Summary
Meninya Street Streetscape Upgrade	Streetscape revitalisation project is progressing with procurement underway to appoint a preferred supplier for civil design and supporting works. Recommendation for award of contract to be submitted in September 2023 Council Meeting.
Soundshell Precinct Upgrade	Landscape Design has been completed for the redesign of the Soundshell Precinct to enhance connectivity and accessibility in the area. Design includes allowance for Toilet Block Construction, Soundshell Upgrades and Parking improvements to facilitate the broader Meninya Street Precinct Master Plan.
Horseshoe Lagoon Upgrade:	Landscape design completed for Horseshoe Lagoon northern embankment with procurement underway for furniture and lighting. Planning to commence for civil works including site set out, drainage and sediment controls prior to construction.

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>
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"> <li>- Continue to advocate for "stocktake process" to be completed Nationally via local government forums and consider international recruitment of planning staff</li> <li>- Advocacy at high levels through NSW Government to understand the impact on MRC growth etc.</li> <li>- 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.</li> <li>- 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.</li> <li>- Para planner roles and local government approval role has been filled. Senior technical roles and planning staff are being advertised currently until filled.</li> </ul>	<span style="color: yellow;">●</span>

Council resolutions completed

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/07/2023	Draft Pesticide Use Notification Plan - For Approval and Consultation	<a href="#">140723</a>	<p><b>RESOLUTION 140723</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council review and approves the Draft Pesticide Use Notification Report to go out for the required 28-day public notification process.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Sherman, Matthew	<span style="color: yellow;">●</span>

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Recommendation to award Contract MRC 2304 - Construction of Automated Depot Shed at the Moama Landfill	<a href="#">340823</a>	<p><b>RESOLUTION 340823</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council</p> <ol style="list-style-type: none"> <li>1. Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the completed tender process.</li> <li>2. Accepts the tender from BLT Fabrication Pty Ltd for \$914,670.70 (Ex GST) for Tender Number MRC 2304</li> <li>3. Authorise the CEO to sign the contract documents and authorise any contract variations within budget.</li> </ol>	Owen, John	<span style="color: yellow;">●</span>

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Access Waste Reserve to construct a litter fence at Moama Landfill	<a href="#">400823</a>	<p><b>RESOLUTION 400823</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council:</p> <p>1. Approves the use of \$113,965 from the Unrestricted Waste Reserve to install a litter fence at the Moama Landfill</p>	Holmes, Brian	●

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Horseshoe Lagoon - Final Landscape Design for Awareness	<a href="#">180823</a>	<p><b>RESOLUTION 180823</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council notes the final landscape design for Horseshoe Lagoon.</p>	Sherman, Matthew	●

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Mayoral Minute - Victorian Government Gas Ban	<a href="#">030823</a>	<p><b>RESOLUTION 030823</b></p> <p>Moved: Cr Frank Crawley</p> <p>That:</p> <p>1. 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.</p> <p>2. 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>	Croft, Rod	●

**12 Sep 2023 8:58am Croft, Rod**

Letter will be written within the coming weeks and sent to relevant minister.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Mathoura Common required maintenance or recommended change of use.	<a href="#">170823</a>	<p><b>RESOLUTION 170823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That</p> <ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Council receive a further report on the legalities, logistics and social considerations of agisting stock on Mathoura Common.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p> <p style="text-align: center;"><b>THE AMENDED MOTION NOW BECOMES RESOLUTION OF COUNCIL</b></p>	Birrer, Mark	●
<p><b>08 Sep 2023 11:13am Birrer, Mark</b></p> <p>Following a meeting held by Rod Croft with Brian Holmes, Luke Keogh, Brodie Goodsell, Peter Beaumont and myself in attendance yesterday. The action arising from that meeting was to investigate further the current, applicable legislation pertaining to the control of Mathoura Common before commencing any action.</p>					

## Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
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	<a href="#">120223</a>	<p><b>MOTION</b></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"> <li>1. Consider this report and submissions for information, and</li> <li>2. 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</li> <li>3. 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.</li> </ol> <p>SEE AMENDED RESOLUTION WITH ADDITIONAL ITEM</p> <p><b>RESOLUTION 120223</b></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"> <li>1. Consider this report and submissions for information, and</li> <li>2. 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</li> <li>3. 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.</li> </ol>	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**

**16 Mar 2023 11:08am Gunter, Maddison**  
 The report went to Council meeting, then following the resolution, the Planning Proposal was sent to DPE to finalise the Murray LEP 2011 changes. Council are awaiting confirmation on the completion of the LEP map amendments.

**04 Apr 2023 8:02am Gunter, Maddison**  
 Planning proposal has been finalised and Murray LEP map amendment has been finalised.

**08 May 2023 3:46pm Leyonhjelm, Lindy - Reallocation**  
 Action reassigned to McFarlane, Jessica by Leyonhjelm, Lindy - Maddison Gunter has left the organisation

**14 Jun 2023 8:49am Leyonhjelm, Lindy**  
 this is now with DPE for assessment.

**14 Jun 2023 8:49am Leyonhjelm, Lindy - Target Date Revision**  
 Target date changed by Leyonhjelm, Lindy from 14 March 2023 to 01 August 2023 - Waiting on assessment from DPE

**12 Sep 2023 4:01pm Donald, Jan**  
 No further update.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 18/04/2023	Draft Murray River Council Housing Strategy 2023 - Part 1 & 2	<a href="#">120423</a>	<p><b>RESOLUTION 120423</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Geoff Wise</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Notes the place-based actions outlined in the Strategy (Part 2 Implementation plan) to deal with issues and impediments to progressive development in all Murray River Council townships.</li> <li>Endorsed the attached Draft Murray River Council Local Housing Strategy - Part 1 and 2 (the Strategy) and authorises the Strategy to be placed on public display to undertake the required 28-day public consultation process. Noting that a further report will come back to Council for formal adoption of the Strategy.</li> <li>Approves the notion of the expansion area of the Moama township to the west through the suggested rapid release of residential land products and provide a balance in protecting key tourism interests and environmental values from Moama through to the Torrumbarry Weir.</li> </ol> <p><b>CARRIED</b></p>	Croft, Rod	<span style="color: yellow;">●</span>
<b>13 Jun 2023 1:18pm Croft, Rod</b>	18 Submissions received. Mostly small minor changes required. The large submissions will take some time to go through and finalise the document for July				
<b>12 Sep 2023 8:57am Croft, Rod</b>	Housing strategy is being finalised, which should see the final housing strategy presented to Council in October meeting. Delays have been from extension submissions for Murray Downs area to be considered thoroughly and consultant illness.				



**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**2023 NSW Local Government Awards - Highly Commended: 'LGNSW Planning Awards' (Development Services Restructure)

Not unlike other NSW councils, Murray River Council has struggled to attract qualified town planning and building surveying staff due to the short supply of expertise and the high demand seen within the industry. This has not only put pressure on our ability to manage high-level strategic planning matters but has put large pressure on the processing times of the 550+ development applications submitted to council each year.

So, council looked to review our departments restructure as a first step to address the problem, with a focus on improved and increased administration functions to better support local approval processes and enquiries that had been tying up the certified staff from processing applications.

It was from here that the merger of the 'Building' and 'Planning' teams into one Development Services Team was inspired, and the new roles of a Local Approvals Officer and Parra Town Planners were born. These roles can help manage more generalised approvals, like some section 68 applications, so that lower risk approvals are processed faster, and releases our technical staff to focus on the more complex approvals.

The merger of the two teams also sought to reduced inconsistencies and promote communication by establishing common processes and procedures, as a lot of the approvals for housing is completed jointly between planners and building surveyors. .

The changes have strengthened council's capacities and performance within the Development Services area and will help the organisation to better meet community expectations. The development services team is committed to continuing its momentum and monitoring its progress, identifying any barriers, and adjusting as needed.

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

- Planning resourcing in the lead up to the normal "busy season" are light on, and we will be pushing to get resourcing into the Development services team. Contract planners will be considered as a last resort, and may feature in future budget variations.
- Flood waters receding – Parks and Gardens will be looking at the Moama Beach in the coming weeks to do an assessment of the damage to the area, it is expected that the turf will need to be re-laid, however, Council is confident that damage to the remaining area will be minimal.
- Housing Strategy being finalized, delays due to some critical data for Murray Downs and Moama. Should see the Housing Strategy be formally adopted in the September Council meeting. The adoption and reiteration does not impact the planning proposals for rezoning currently in the system. DPE relationships are strained, and goal posts are continually shifting in relation to streamlining planning proposals for logical residential rezonings. We will continue to work on this, but it may get escalated politically if "road blocks" and speed humps are continually put in place and hold up development.

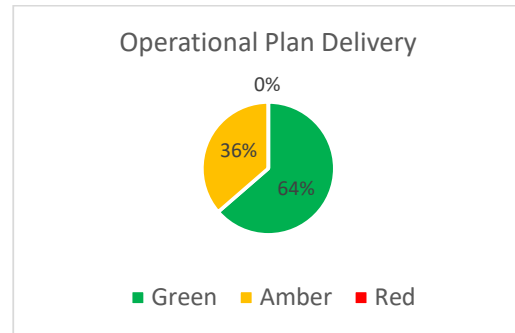
PART A: Section Accountabilities and Team Roles

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 month have been completed and released.</i></p>																																																																																																		
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murray river council Monthly Operational Report – August 2023 Development Services

O	Statutory Planning Certificate Services			
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

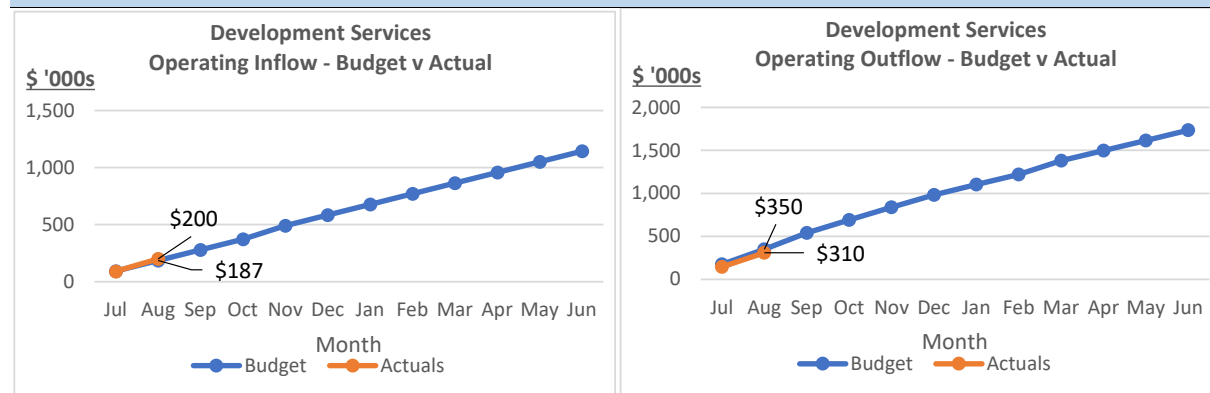


Under the 4 year Delivery Plan, the Development Services provides a service as part of the Planning and Environment Directorate

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
<b>1.4 - Improving areas of natural habitat</b>									
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. This allows Council the opportunity to reassess the project and move forward with a new consultant to work on this project.	Amber
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:	✓	✓	✓	✓	On-going.	Green
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.4 - Statutory Planning and Building</b>									
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 with the objective to fast track approvals.	Green
		(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:	✓	✓	✓			Amber
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:	✓	✓				Green
	Advocate	(DP 2.4.6) Undertake and complete process mapping of planning processes and efficiencies.	B: MDS P: O:	✓	✓				Green

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 streamlines guides currently under development and nearing completion.	●
	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:	✓	✓					●
<b>Theme 3 – Goal 2 – Enable development of sustainable liveable communities</b>										
<b>3.7 – Housing Strategy</b>										
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:	✓					At present, expected to be reported to Council in September 2023.	●
	Deliver	(DP 3.7.2) Review and update the Local Environment Plan in relation to the Housing Strategy Outcomes.	B: MDS P: O:			✓	✓			
<b>Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.</b>										
<b>3.11 – Town Planning / Land Use Strategies</b>										
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:	✓					Council staff will commence discussions regarding the DCP and are seeking to allocate a budget to this project and engage a consultant in late 2023 to commence this project for near completion May/June 2024.	●
	Deliver	(DP 3.11.2) Review and develop a new Local Environment Plan	B: MDS P: O:			✓	✓			
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>										
<b>3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.</b>										
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**



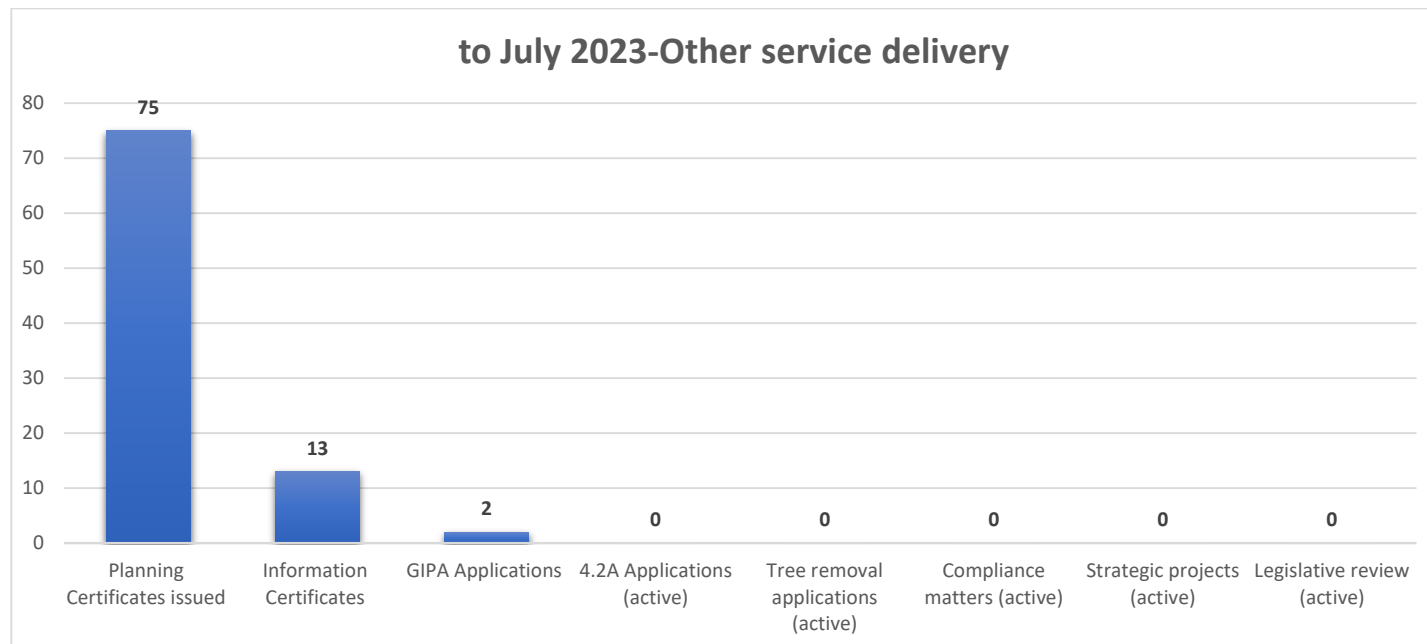
**PART D: Project Status**

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

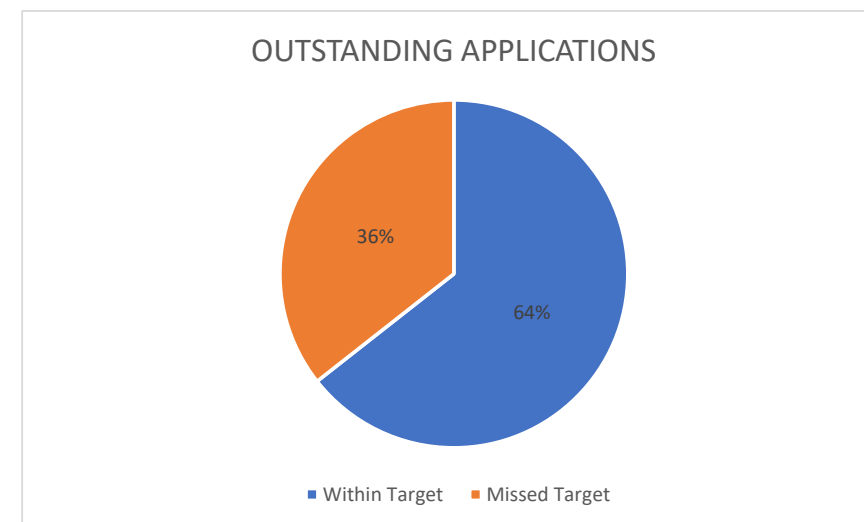
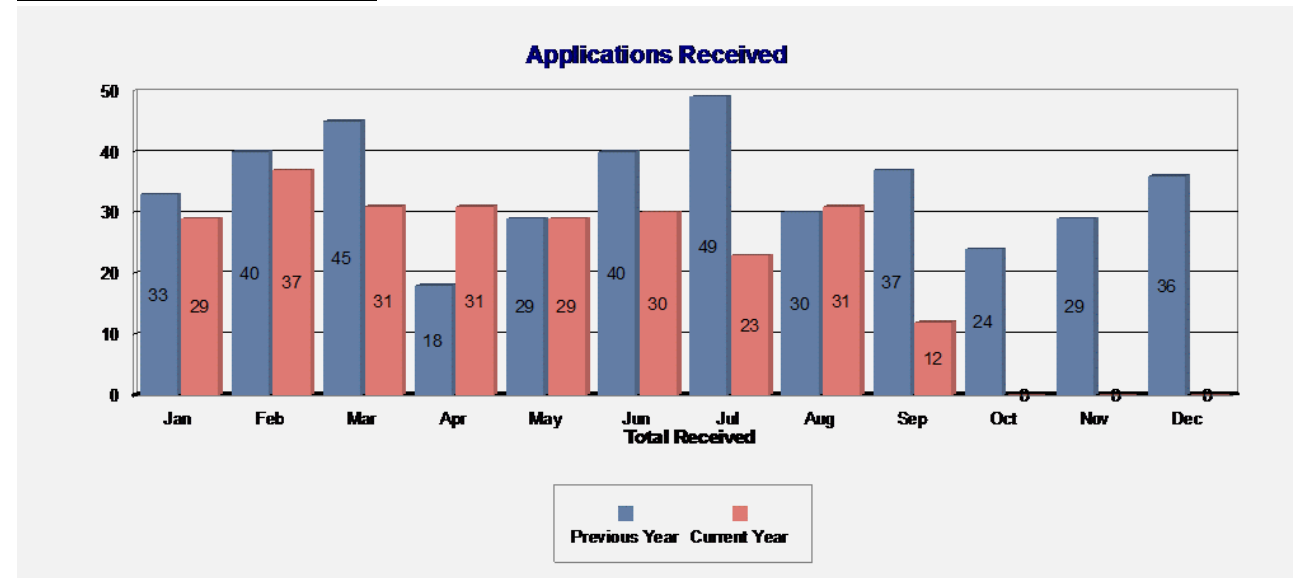
**PART E: Business as Usual**

Planning Certificates issued	110
Planning Certificates issued	75
Information Certificates	13
GIPA Applications	2
4.2A Applications (active)	0
Tree removal applications (active)	0
Compliance matters (active)	0
Strategic projects (active)	0
Legislative review (active)	0

to July 2023-Other service delivery



**DEVELOPMENT APPLICATIONS:**



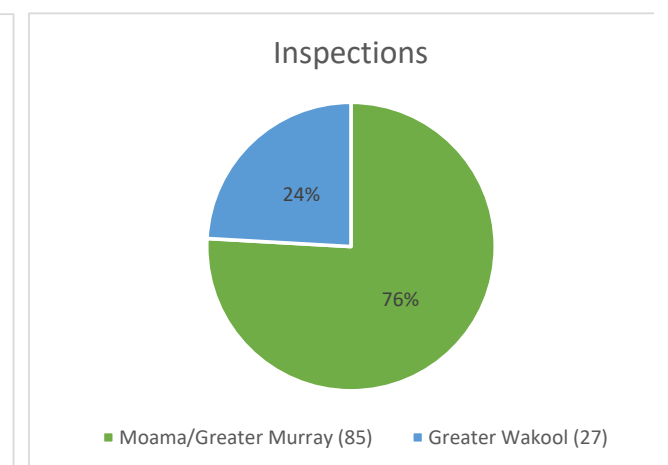
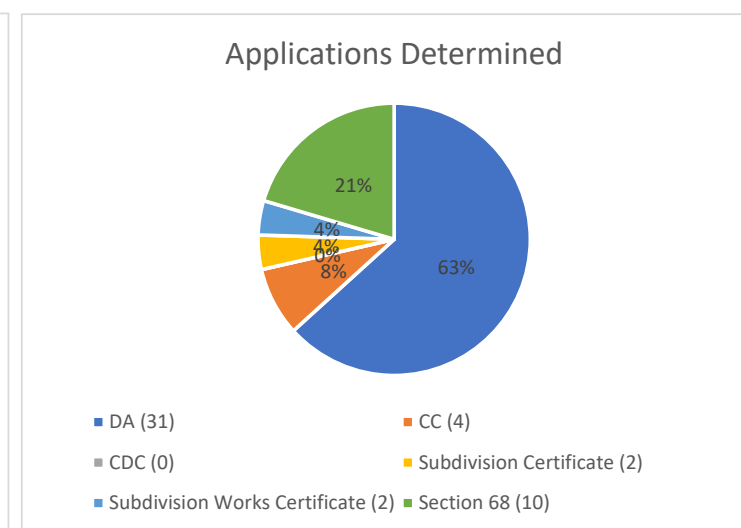
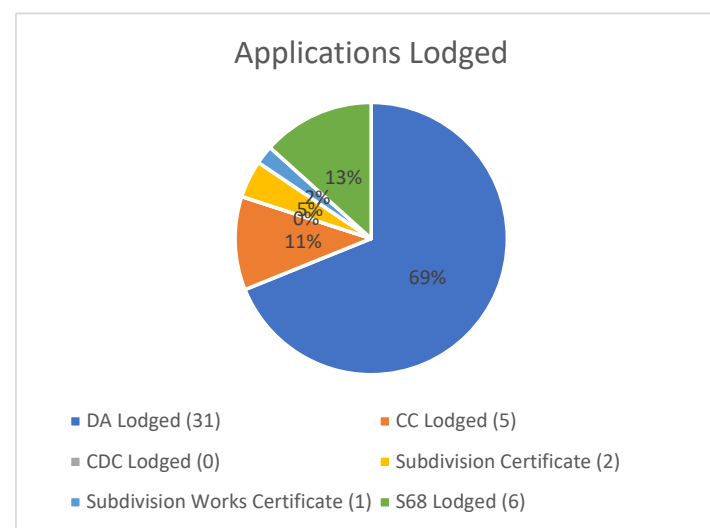
**APPLICATIONS LODGED, DETERMINED and INSPECTIONS**

Applications Lodged:

DA Lodged	31
CC Lodged	5
CDC Lodged	0
Subdivision Certificate	2
Subdivision Works Certificate	1
S68 Lodged	6

Applications Determined:

DA	31
CC	4
CDC	0
Subdivision Certificate	2
Subdivision Works Certificate	2
Section 68	10



**Applications in the Portal, under Request for Information:**

Development Applications – 24      Construction Certificates- 23      Section 68 - 14      Complying Development Certificate – 3      Principal Certifier – 1  
 Occupation Certificates –14      Building Information Certificates – 0

**Applications for the Financial Year – 1/07/2022 to 30/06/2023**

Total number of applications lodged (DA, CC, CDC, SWC, SC & S68 applications) – **1,004**

Total value of DA & CDC applications - **\$202,774,623.00**

**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. <b>Update: June 2022</b> - 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. <b>Update May 2023</b> – 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.	On-going meetings to be held every 6-8 weeks with the next meeting 26 September 2022. The meeting of 26 <sup>th</sup> September 2022 was a meeting with low attendance. We had 3 representatives attend in person and perhaps 5 online attendees. Update April 2023 – Next meeting to be held 23 <sup>rd</sup> May 2023 with presentations from Council staff and the introduction of new staff to the community. This meeting was well attended and a strategy for further meetings discussed. Meeting 25 <sup>th</sup> July 2023 – this was well attended and it is proposed the next meeting for November 2023 to include presentation from all senior staff to the community.	●
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 <a href="#">NSW Planning Reform Action Plan</a> . 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: <ul style="list-style-type: none"> <li>▶ project identification number and description</li> <li>▶ the public amenity or public service the project relates to</li> <li>▶ amount of monetary contributions or levies used or expended on project</li> <li>▶ percentage of project cost funded by contributions or levies</li> <li>▶ amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan</li> <li>▶ value of the land and material public benefit – other than money or land</li> <li>▶ Whether project is complete</li> </ul>	Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)	No



(Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)		
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)	Reg 218A(3)(a),(b)	No

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

August has been a huge month for development Services, showing the results of a successful recruitment drive. During August, Council welcomed new starters being John Guilfoyle and Kellie Richmond as Parraplanners, Daniel Tayles as Local Government Approvals Officer and Nancy Johns and Sharon Steele as Administration Officers. We also welcomed Holly McLaren as Administration Officer into a Full-time, temporary role to backfill Amy Jackson who will be predominantly working on Tech One for the best part of 23/24. Development Services has also developed new industry checklists and guides that are designed to be easy to read, user friendly and informative, no matter what development is to be carried out. These will go live before Christmas 23. Given the abundance of new staff, the team is undergoing significant change and much of our time is dedicated to training and supporting the onboarding of new staff. This will take time however the results of this is expected to be visible early 2024 when staff have their feet under them along with confidence in their roles.

**During the 2022/2023 Financial Year, Development Services received a combined total of 1004 Applications worth \$202,774,623.**

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

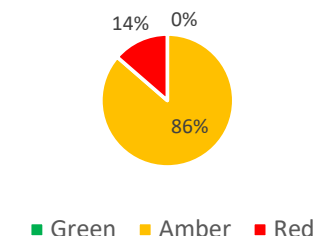
Development Services won a Highly Commended Award at LGW in the section, Local Government Planning Award for Innovation, Excellence and Change. This reward was for Council’s approach to our restructure and the development of entirely new positions in response to the lack of ability to attract highly skilled recruits to Council, an issue not isolated to MRC, but industry wide. This approach has so far proved successful as far as being able to recruit pools of skilled people with transferable skills, providing a competitive recruitment process. With the abundance of new staff, Senior Staff & Management will devote considerable time and effort to the training and mentoring of these staff, in addition to our current staff to ensure Council continues to provide quality services to the community and internal and external stakeholders. Council still has four Town Planning positions vacant however these positions are now under advertisement at the time of writing this report. Carl Germanos, who filled the position of Senior Strategic Planner left the business in August 2023 and therefore, there position of Senior Strategic Planner is also readvertised.

**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 &amp; 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 &amp; 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 &amp; 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>																																																																																																																																																		
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O	Boat Ramp Maintenance																																																																																																																																																				
O	Maintenance of Town (Public Furniture P&G)																																																																																																																																																				
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Operational Plan Delivery



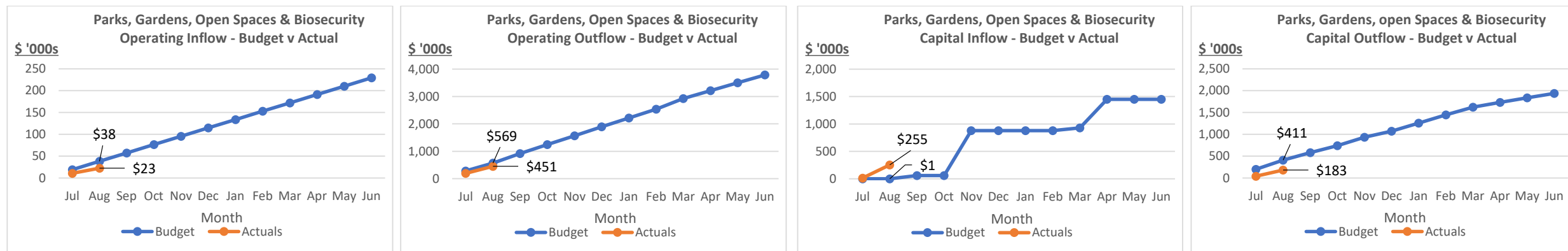
Under the 4 year Delivery Plan *Parks, Open Space & Bio Security* relates to: consultation, planning, development; amenity; maintenance and operations; public trees; sportsgrounds (active and passive); cleanliness and administration. Further to this Bio Security relates to the management of Priority 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	● ● ●
				1	2	3	4		
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
<b>3.1 – Sports and recreation facilities and spaces</b>									
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.	●
	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	✓	✓	✓	✓	Preparation for 2023/23 season commenced. Tender to be prepared for public submission to apply to manage both Moama and Mathoura facilities for upcoming season. Successful tenderer to be approved at September Ordinary Council Meeting. 2023/24 Pool season to commence 11 <sup>th</sup> November 2023.	●
	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.	●
	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.	●
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 scoped with contractor engaged and due to commence works in spring.	●
	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.	●
	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.	●
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.	●	
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.	●
	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.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
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			✓	✓		
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.3 – Apply data sources to improve corporate decision making.</b>									
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**

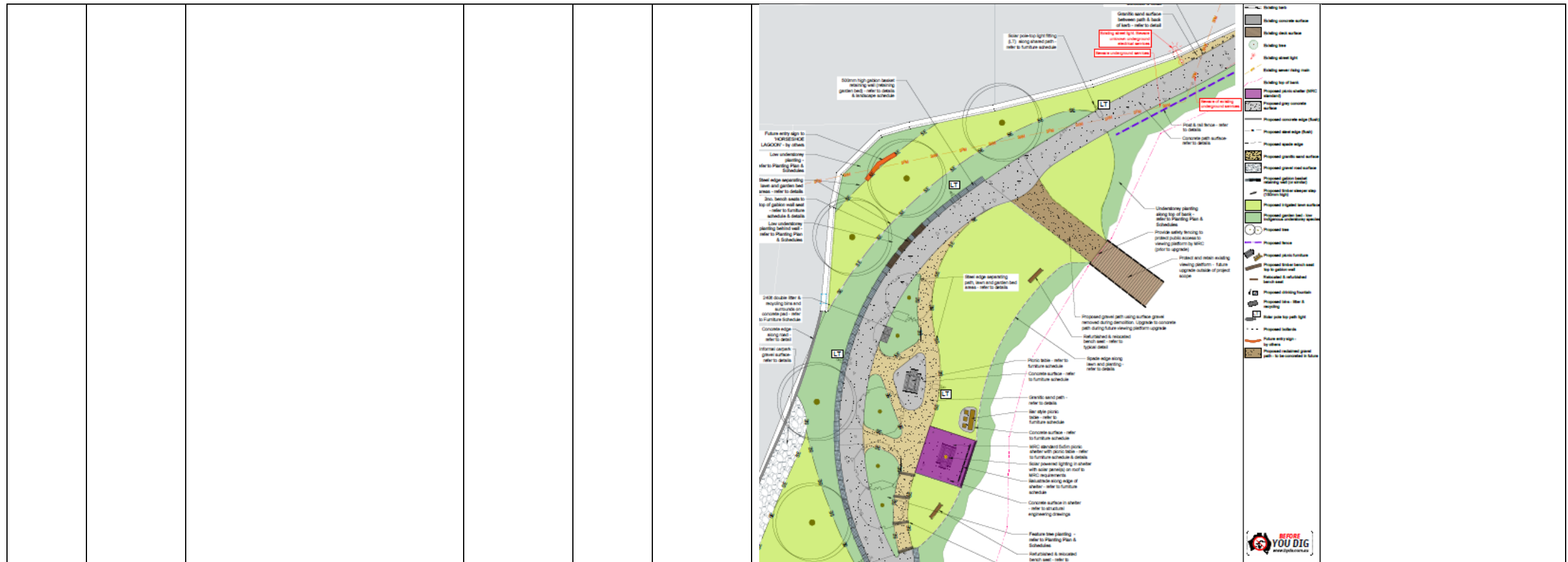
Location & Fund	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Various Locations	SCCF4	Sports field lighting upgrades to LED: Mathoura, Barham, Tooleybuc, Moulamein & Bunnaloo. New Female Change facilities - Jack Eddy Oval	Delivery	75%	Delivery	Sportsfield Lighting Projects – Project approaching final stages.  Moulamein – Works complete. Final inspection and handover to occur prior to project completion. Lighting test passed. Barham – Lights installed and operational. Awaiting remote switching and testing to occur onsite. Bunnaloo – Lights installed and operational. Awaiting remote switching and testing to occur onsite. Mathoura – Netball and Tennis Complete. Football oval retrofitment to be completed on Friday 15 <sup>th</sup> September. Tooleybuc – Lights installed and operational. Awaiting Completion of Grouting and handover to reach practical completion.



						<p>Female Change Facility – Jack Eddy:</p> <ul style="list-style-type: none"> <li>• Building onsite and property connections completed.</li> <li>• Concrete works completed.</li> <li>• Building Fit out 98% Completed.</li> <li>• Gas Tank and Bollard Installation</li> <li>• Damage to facility has now been successfully repaired to new condition</li> <li>• Ramp and stair installation</li> </ul> <p>Outstanding Works:</p> <ul style="list-style-type: none"> <li>• Gas Tank Filled by Supagas</li> <li>• Builders Clean</li> <li>• Tactile Grid install</li> </ul>
						
Moama Soundshell Playground	Everyone Can Play NSW	Replacement of Moama Soundshell Playground with all abilities play space	Delivered	100%	Delivered	Stage one was completed in late August. Funding reports and formal opening to be completed. Playground was audited and signed off for compliance and contractor removed temp fencing from the site. Parks staff completed landscaping at Skatepark to compliment new works.

Moama Recreation Reserve	CAPEX 23/24	Botanic Garden Stage 5	Construction	0%	Delivery	Stage five works ongoing. Replanting of multiple areas ongoing due to pest infestations impacting on plant growth. Future planning to commence with volunteer group to determine outstanding stage five deliverables.
Barham Recreation Reserve	SCCF5	Barham Recreation Reserve Art & Tourism project viewing platform	Planning	0%	Planning	Project scoping and stakeholder engagement to commence late August.
Moulamein	SCCF5	Moulamein Lake Accessibility & Infrastructure upgrade	Scoping	0%	Scoping	Project scoping and stakeholder engagement to commence late August
Mathoura/ Moulamein Depots	CAPEX	Biosecurity- Chemical transfer pumps & 12 volt systems	Delivery	30%	Delivery	Contractor engaged. Waiting for delivery of components for installation on spray equipment
Moama	CAPEX	Soundshell Precinct	Design	15%	Planning	Soundshell Precinct landscape design completed. Civil Design in progress including service location to deliver IFC Design status. Opinion of probable cost provided to support funding application.
Moama	SCCF5	Horseshoe Lagoon Landscaping	Design	20%	Delivery	Final Landscape Design Completed. Specification of products, irrigation design and procurement for contractors to commence during August and September.





**PART E: Business as Usual**

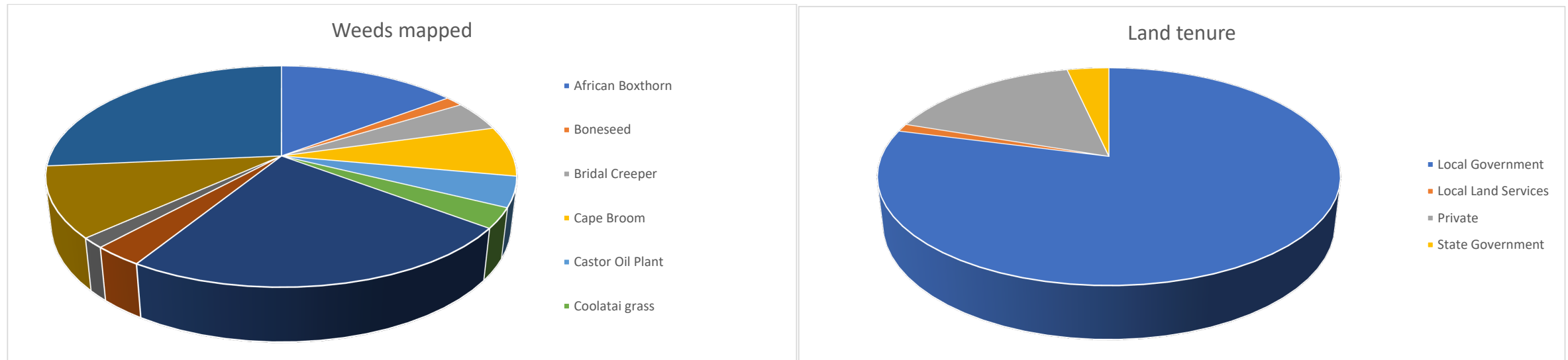
Weed Action Plan (WAP) agreed targets met. BIS reports being prepared for Murray Local Land Services.  
 Roads, Reserves and Waterways Sprayed for WAP – Sweet Briar, Spiny Burrgrass, Silverleaf Nightshade, Khaki Weed, African Boxthorns, Horehound, Creeping Knapweed, Prickly Pear, Bridal Creeper, ETC.

**OPERATIONS:**

- Weed Action Plan Targets met and reported to NSW DPI & Murray Local Land Services.
- **WEED ACTION PLAN – 86** Points recorded and reported to BIS.
- NIL infestations – 23
- Infestations – 63

**29 Sites Inspected and 565km Roads sprayed.**

murray river council Monthly Operational Report – August 2023 **Parks, Gardens, Open Spaces and Biosecurity**



GENERAL WEED CONTROL - Road Spraying – 770 km sprayed (Horehound, African Boxthorn, Cape Broom, Thornapple, Spiny Burrgrass etc.)

Transport NSW	MRC unsealed road	MRC stockpile sites	New bridge – Cobb HWY	MRC sealed road network	Mathoura Bike paths	Barham tip	
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Biosecurity staff attended 2023 NSW Weeds conference      Successful Boxthorn control program approx. 200 hectares.      Spiny Burrgrass road signs      Wheel Cactus

GENERAL PARKS OPERATIONS:

<b>Town Maintenance-</b> All locations as per service delivery.	<b>Mowing-</b> As per service delivery	<b>Roadside Mowing-</b> Town entries All locations
<b>Arborist Services-</b> Tree pruning and lifting all Parks and towns. Moama Street trees. Barham Street Trees, Mathoura Street trees	<b>Horticulture:</b> Pruning and mulching all locations	<b>Cemeteries-</b> Multiple burials-All locations
<b>Irrigation maintenance: Spring testing - Moama</b>	<b>Sportsfield-</b> Fertiliser application- Moama	<b>Park Furniture:</b> Installations & upgrades Barham & Murray Downs
<b>Post high river cleanups commenced- Moama Beach &amp; Horseshoe Lagoon</b>	<b>Other:</b> Urban spraying	





Spring mowing commences



Barham Street tree pruning



Parks team inspect irrigation TNSW Bridge landscape



Murray Downs new furniture install

**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:**

- Biosecurity staff attended the NSW weeds conference in Dubbo, learning new ideas, technologies and collaborating with other like minded people
- Updated Iconyx to the new weeds metadata standard and photos can now be captured within Iconyx program, allowing better user access to photos and chain of evidence.
- Currently developing a joint NSW/VIC weeds working group to discuss current weed issues and risk locations to increase our communication between boarders, as weeds don't know boarders.
- New Weed ID signs placed on strategic roadside to educate and inform road users.

**Parks:**

- Parks staff inspected TNSW Echuca Moama bridge Landscape project, mainly irrigation installations. Handover from TNSW expected late September 2023
- New plant and equipment purchased for Parks teams to reduce mowing times and improve efficiencies in parks service delivery. Upgrades include one mower (delivered), three on order expecting delivery early 2024. Replacement side by side delivered.

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

- Biosecurity staff attended the NSW weeds conference in Dubbo, learning new ideas, technologies and collaborating with other like minded people
- Post inspection of Boxthorn control works in 2021 highlighted successful control of approximately 200 hectares of infested property.
- New Weed ID signs placed on strategic roadside to educate and inform road users.

**Threats:**

- Identified Prohibited Matter under the NSW Biosecurity Act. Weed identified as **Frogbit (Limnobium laevigatum)**. Reported to NSW DPI. Frogbit is an invasive aquatic weed threat to our waterways.
- Handover of Echuca Moama Bridge landscape works from TNSW to Council expected in late September. Potential impact on Operational Parks staff in Moama to deliver services in other areas with increased work load.

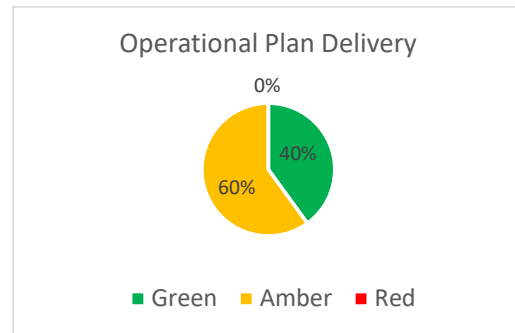
PART A: Section Accountabilities and Team Roles

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 &amp; 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 &amp; 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 &amp; 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>																																																																																																																																																						
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murray river council Monthly Operational Report – August 2023 **Waste and Compliance**

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

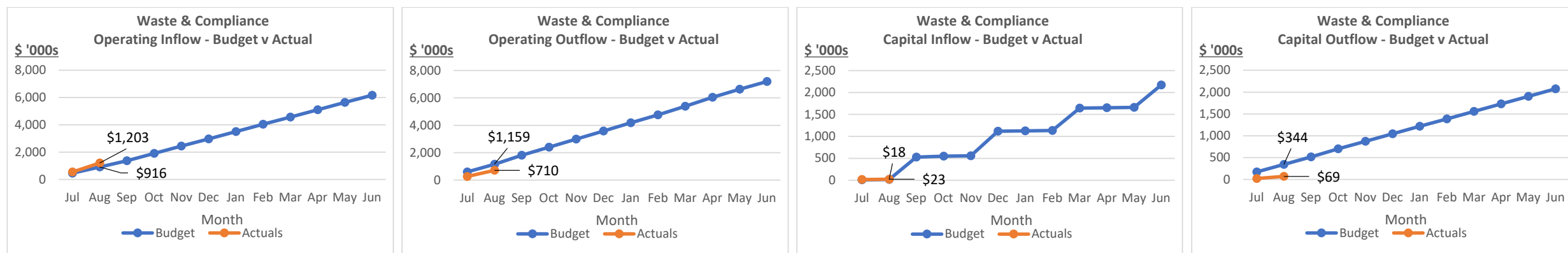


Under the 4-year Delivery Plan, the *Section* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Planning and Environment Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 1 - Facilitate Circular Economy</b>									
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. (S DPE)	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	✓	✓			Final engineering designs have been received and the tenders for construction are complete. Planning consultants Urbanism have prepared documents and lodged the Development Application, project is currently in the "Submissions" phase which closes 4 October 2023.	●
<b>Theme 1 – Goal 1 - Facilitate Circular Economy</b>									
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	(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.	●
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
1.5 - Landfill Rehabilitation works									
Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years. (S DPE)	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. Full engineering designs are being developed by Talis.	●
<b>Theme 3 – Goal 3 – Delivering best practice and compliant waste and recycling service and infrastructure that meets community needs.</b>									
3.9 – Kerbside, landfill and waste collection services and facilities									
Design and implementation of the Food Organics and Garden Organics (FOGO) program. (S DPE)	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.	●
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>									
<b>3.14 – Public Space Waste and Recycling</b>									
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**

- Landfill cell 5 project is now 100% complete. The leachate sump concrete headwall is now complete. The first 'fluff' layer of waste is nearing completion across the entire floor of the cell.
- Leachate pond construction project is yet to commence due to the delays in acquiring Development Consent. Requests for further information have now been provided back to Council and Officer await the Planning Department's approval and consent to commence construction.
- Automated Depot project tenders have been finalised with civil company Civil & Earth awarded the earthworks portion of the tender, they have now partially mobilised to site to commence some preliminary works. Council have approved the recommendation to award the construction portion of the work to BLT fabrication of Deniliquin. Development Consent has not yet been obtained, requests for information have been addressed and provided back to Councils Planning Department.
- Waste staff awarded the Koraleigh fencing upgrade project to Fencing Victoria and met on site with the surrounding landowner. Works will likely commence late October and will take 2 weeks to fully complete. This project is 50% funded by Local Land services.
- Cleanaway were notified that their contract will not be renewed to manage the Koraleigh and Goodnight waste facilities. Quotes have been sought from several service providers to manage the site after the 4 October 2023.
- A litter fence will be constructed around cell 5 at the Moama Landfill to prevent litter escaping the cell. The EPA Licence for the site is specific in relation to litter and for Council to ensure compliance the fence is required.
- A procurement process is being undertaken in relation to Council's groundwater and landfill leachate monitoring and reporting responsibilities to confirm Council is receiving value for money. Groundwater and leachate monitoring is an EPA requirement for the Moama and Koraleigh landfills.

**Compliance**

- Vehicle and personal GPS locators received for all Ranger Vehicles and staff to allow monitoring when working remotely and in isolation. To be integrated with afterhours call centre for monitoring 24/7. Operational procedure to be developed once installed.

**Environmental Health**

- EHC chaired a meeting with representatives from Building, Planning and Economic Development to develop a policy for mobile food vans who wish to trade on public land. It has been identified that there is currently no such document at Council and this has recently created a lot of frustration for local business owners who would like to operate within Murray River Council but do not have a clear direction about how and where they are allowed to trade. A robust discussion was had about what this policy and should include to ensure that it is clear and simple to follow, fixed food premises aren't disadvantaged, the amenity is protected and statutory obligations are met. EHC will create a draft policy and submit it to the working group for review and feedback.



- Review and technical advice has been provided during sessions held to develop and present the TechOne compliance module.
- Many templates, forms and checklists have been developed for the TechOne team to ensure the system is set up in a way that aids carrying out inspections, enforcement and reporting correctly and efficiently.

#### PART E: Business as Usual

##### Compliance

- Above average rainfalls during winter have spurred vegetation growth throughout the LGA. Social media advice to landowners have commenced during August reminding residents to reduce vegetation and maintain during spring and summer to mitigate the risk of fire. Council inspections of residential properties to commence in September.
- Council received a dry dog food donation from an organisation called Australian Rescue for Pounds. 38 x 11kg bags were received which were distributed to both the Barham and Moama pound facilities.
- Feral cat trapping has continued in all areas throughout the LGA.
- Cattle are currently being grazed on the Travelling Stock Route at Stoney Crossing. Owner/drovers are permitted to graze stock by Local Land Services. Council Rangers monitor for appropriate warning signage and attendance.



Fire hazard inspections



Feral cat trapped during August.



One of 38 bags of dog food donated to Council





Signage warning motorists of stock on the Travelling Stock Route



Stock grazing the roadside



Fire hazard inspections

**Waste**

- Council received a visit from the Tomra Cleanaway CEO and other representatives to visit the proposed site for the construction of the new Automated Depot based at the Moama landfill.
- Council's waste team visited the Wollert Hansons Landfill and Cleanaways Melbourne Regional Landfill to learn how some of Australia's large-scale landfills are operated with learnings to be implemented at Moama landfill.
- The Waste team had a site visit to the Moama landfill from Run Energy to investigate the site for potential methane gas capture and flaring to satisfy the 2025 NSW EPA mandatory gas capture policy.

**Environmental Health**

- EHC attended the Murray Regional Food Group meeting. The key focus was changes to the Food Standards Code that come into effect from December 2023 and will impact the majority of food businesses within MRC. One of the major changes is that all food handlers will be required to have food safety training. Fortunately, many food businesses within MRC will be prepared for this requirement as food handler training sessions conducted by councils' EHC have been offered to MRC businesses over the past 12 months with more to come as required.
- A food handler training session was held in Barham specifically for CluBarham staff.

**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	
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.	Build infrastructure for push pit or retaining wall for transfer station to have safer options for public drop off. Component of current Upgrade Design and Quantity Survey Project and 10 Year Waste Capital Expenditure Program.	●

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.	●
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.)

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

murray river council Monthly Operational Report – August 2023 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 new Campaspe Director. Building better relationship to State Authorities and Murray Irrigation.	●
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	Offering Project Management services for the Murray Irrigation bridge inspection funding project. Post flood recovery, there will be opportunity to utilise fleet for projects	●
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.	Attended many meetings to highlight the additional need of betterment within DRFA guidelines.	●
Manage the development of extra capacity in relation to the Water Filtration Plant, trunk mains, and corresponding sewerage transportation and treatment systems.	Hydraulic models are being completed for filtered water, raw water and sewerage networks. This will determine medium/long term location for a new water treatment plant. Working with consultant and DPE to do short term solutions on existing plant to assist	●
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	Next Project meeting in June. 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"> <li>Water source access (including alternative supply options)</li> <li>Water and wastewater treatment processes</li> <li>Water distribution and quality</li> <li>Waterwater collection</li> <li>Water efficiency and reuse</li> <li>Emergency Services and After Hours Response</li> </ul> <p>Their work will include:</p> <ul style="list-style-type: none"> <li>Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection &amp; repair, planned and unplanned pipe maintenance, pump operations and repair, customer response.</li> </ul>	<p>This group will be a one-stop-shop for all things Project Management.</p> <ol style="list-style-type: none"> <li>technical advice and information to the rest of the organisation</li> <li>Delivery Manager for some projects (almost all hard assets)</li> </ol> <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"> <li>Scoping, Pricing, documentation</li> <li>Designing, project managing, on-site supervision</li> <li>Cost planning, procurement and contract administration, writing tenders, advertising and auditing.</li> </ul> <p>Next year Business Managers must bid for projects and provide a Business Case &amp; use the MRC Project Management Framework. This team will provide advice on high level costing &amp; scope of the project, then if successful in getting funding through ELT &amp; 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"> <li>Fleet – heavy and light</li> <li>Stores - buying</li> <li>Depots – facilities management and optimisation</li> </ul> <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 <b>Implementation Agent</b></p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> <li>Civil Works</li> <li>Roads</li> <li>Bridges</li> <li>Ancillary furniture</li> <li>Emergency Services and After Hours Response</li> </ul> <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>																																																																																																																																																																																																																																																																																																																																													
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murray river council Monthly Operational Report – August 2023 Infrastructure Directorate

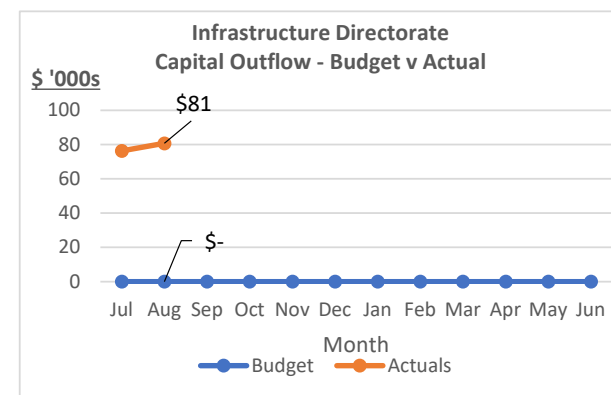
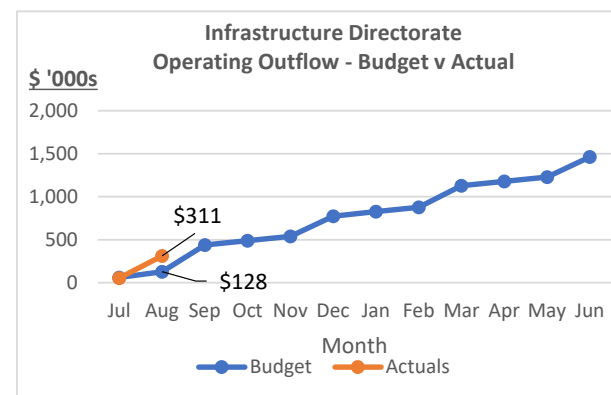
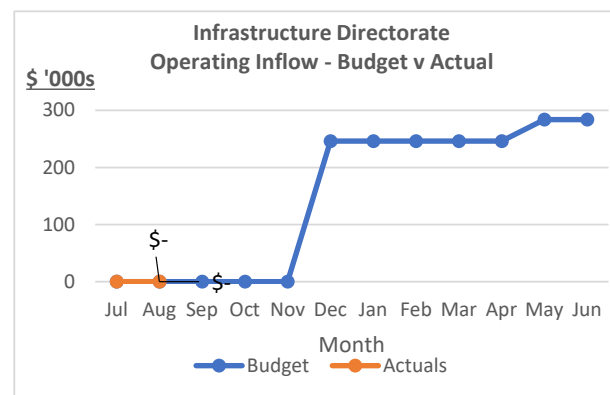
P	Potable Water Infrastructure	O	Management and Maintenance of Light Motor Vehicles (White)	B	Sealed Road Management	O	Location Management Site Specific Operations
P	Survey, Investigation & Design projects that are unique	O	Toll & Fleet Arrangements	B	Road Drainage	O	Disability Asset Management Plan
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 1<sup>st</sup> 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		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment.</b>									
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.	●
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
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**





murray river council Monthly Operational Report – August 2023 Infrastructure Directorate

\*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	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Recommendation to award tenders MRC 2314 Purchase of plant items	<a href="#">390823</a>	<p><b>RESOLUTION 390823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Murray River Council resolve to award the following plant procurement contracts to the respective suppliers, based on the responses received to tender number MRC 2314 for Purchase of Plant Items with Trade-in, and the evaluation of the said submissions in keeping with the identified evaluation criteria, as follows:</p> <ul style="list-style-type: none"> <li>a) Contract for the procurement of one (1) Caterpillar Grader model 140 JOY3 for a net price of \$331,870 excluding GST, after factoring in a trade in price of \$160,000 for current plant bearing registration number WYE600 to Westrac Pty Ltd, and</li> <li>b) Contract for the procurement of one (1) Caterpillar Backhoe model 432 for a price of \$207,990 excluding GST to Westrac Pty Ltd, and</li> <li>c) Contract for the procurement of one (1) Caterpillar Roller model CW34NN for a net price of \$192,670 excluding GST, after factoring in a trade in price of \$25,000 for current plant bearing registration number AB77GI to Westrac Pty Ltd, and</li> <li>d) Contract for the procurement of one (1) Caterpillar Reclaimer model RM400 for a net price of \$779,920 excluding GST, after factoring in a trade in price of \$200,000 for current plant bearing registration number 24902E to Westrac Pty Ltd, and</li> <li>e) Contract for the procurement of one (1) UD Water Truck model UD CG 32 430 QUON fitted with Barry Burrows 18,000L Water Tank for a net price of \$216,981 excluding GST, after factoring in a trade in price of \$105,000 for current plant bearing registration number XN75QN to Metele Pty Ltd,</li> </ul> <p>and,</p> <p>authorise the Chief Executive Officer to enter into and sign any contracts as required to give effect to the transactions identified in a) through e) inclusive.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Godfrey, Chris	<span style="color: green;">●</span>

**12 Sep 2023 1:26pm Bond, Jack - Completion**  
 Completed by Bond, Jack on behalf of Godfrey, Chris (action officer) on 12 September 2023 at 1:26:30 PM - Purchasing of plant will be completed in time. Fleet MOR will include photos and updates.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	CONTRACT MRC 2214 CONSTRUCTION OF MOAMA PRESCHOOL – CONTRACT VARIATION FOR LANDSCAPING WORKS	<a href="#">380823</a>	<b>RESOLUTION 380823</b>  Moved: Cr Neil Gorey  Seconded: Cr Thomas Weyrich  That Council authorise the CEO to accept a contract variation for Contract MRC 2214 – Construction of Moama Preschool for \$379,379.62 (ex GST) to for the rear yard landscaping works associated with the project.	Bulmer, Glenn	●
<p><b>11 Sep 2023 2:24pm Bulmer, Glenn</b>                      Contract variation completed.</p> <p><b>11 Sep 2023 2:27pm Bulmer, Glenn - Completion</b>                      Completed by Bulmer, Glenn (action officer) on 11 September 2023 at 2:27:10 PM - Contract variation completed.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	ALGA National Local Roads, Transport & Infrastructure Congress	<a href="#">160823</a>	<b>RESOLUTION 160823</b>  Moved: Cr Nikki Cohen  Seconded: Cr Thomas Weyrich  That Council: <ol style="list-style-type: none"> <li>Notes that the ALGA 2023 National Local Roads, Transport &amp; Infrastructure Congress is being held in Canberra on 6 &amp; 7 September 2023.</li> <li>Seeks interest from MRC Councillors to attend the 2023 National Local Roads, Transport &amp; Infrastructure Congress.</li> <li>Approves attendance of Councillors who wish to attend.</li> </ol>	Donald, Jan	●
<p><b>12 Sep 2023 1:46pm Donald, Jan</b>                      Cr Dennis Gleeson and Jack Bond attended the ALGA National Roads Conference in Canberra.</p> <p><b>12 Sep 2023 1:47pm Donald, Jan - Completion</b>                      Completed by Donald, Jan (action officer) on 12 September 2023 at 1:47:05 PM - Conference attended as per notes.</p>					

Council resolutions outstanding within 3 months

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/11/2018	Barham Water Supply Fluoridation	<a href="#">331118</a>	<p><b>RESOLUTION 331118</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Notes the request from the Local Health Medical Trust to consider fluoridation of water in Barham.</li> <li>Undertakes community consultation regarding fluoridation of the water supply in Barham.</li> <li>Following community consultation refer the results to NSW Health seeking approval for water supply at Barham to be fluoridated.</li> </ol> <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>	Bond, Jack	●
					CARRIED
	<b>16 May 2019 12:11pm France, Malcolm</b>				
	Meeting to be had with Josh Tickle and James Allwood of NSW Health on the 23rd of May 2019 to plan a community consultation strategy				
	<b>20 Aug 2019 2:30pm France, Malcolm</b>				
	Received email from DPI Health on 16th August 2019 suggestions for consultation				
	<b>15 Oct 2019 11:40am France, Malcolm</b>				
	I have been waiting on information from the NSW Health Dept but have had no response. I have now contacted our communications officer to work out what is the best approach by MRC to impliment a communications plan with the community				
	<b>19 Nov 2019 12:23pm Keogh, Kerri</b>				
	No further comment received on the matter as at 19/11/19.				
	<b>10 Dec 2019 11:54am Keogh, Kerri</b>				
	No further comment received on this matter as at 10/12/19.				
	<b>14 Jan 2020 1:30pm Keogh, Kerri - Reallocation</b>				
	Action reassigned to Barber, Scott by: Keogh, Kerri for the reason: Direct report to Manager.				
	<b>17 Mar 2020 11:45am Keogh, Kerri</b>				
	No further comment received on this matter as at 17/03/20.				
	<b>01 Apr 2020 4:06pm Barber, Scott</b>				
	Management has decided to hold off on Barham fluoridation until the Smart Meter Project is complete. Review in January 2021.				
	<b>01 Apr 2020 4:10pm Barber, Scott - Target Date Revision</b>				
	Revised Target Date changed by: Barber, Scott From: 11 Dec 2018 To: 11 Jan 2021				
	<b>23 Oct 2020 11:27am Barber, Scott - Target Date Revision</b>				
	Revised Target Date changed by: Barber, Scott From: 11 Jan 2021 To: 01 Oct 2021, Reason: Review post NSW Health requirements for COVID, including checkpoints, building access, sewage sampling and other.				
	<b>23 Oct 2020 11:29am Barber, Scott - Target Date Revision</b>				
	Revised Target Date changed by: Barber, Scott From: 1 Oct 2021 To: 01 Oct 2021, Reason: MRC priorities include completion of LGA Smart Meter Project, Integrated Water Cycle Management Strategy with Public Works Advisory, DPIE and NSW Health.				
	<b>12 Oct 2021 1:51pm Leyonhjelm, Lindy - Reallocation</b>				
	Action reassigned to Bond, Jack by Leyonhjelm, Lindy - Sent to director Infrastructure Jack Bond				

**22 Nov 2021 3:06pm Donald, Jan**  
 Revised date December 2022. Due to Smart Meter Project being completed early 2022 and NSW Health able to provide assistance (post COVID).

**14 Jul 2022 2:37pm Bond, Jack**  
 Progressing with December 2022. Working on booster pump station for the town to complete both projects at the same time

**30 Nov 2022 10:21am Donald, Jan**  
 Booster pump station underway. Fluoridation design completed. Work recommencing in 2023.

**04 Apr 2023 8:51am Donald, Jan**  
 Works are underway to boost town water pressure in the first instance. Project is on track for completion late 2023 pending community consultation.

**09 May 2023 3:56pm Donald, Jan**  
 No further update at this time.

**08 Jun 2023 9:04am Bond, Jack**  
 No further update at this time

**12 Jul 2023 1:09pm Bond, Jack**  
 No further update at this time

**07 Aug 2023 8:21pm Bond, Jack**  
 Construction of Booster Pump commencing. Staff completing required training by DPI in coming months.

**12 Sep 2023 1:22pm Bond, Jack**  
 Staff have attended required training. Booster pump is in construction to be finalised before peak summer periods. Quotes for flouride equipment being sort now.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/07/2021	Notice of Motion - Perricoota Road sealing of unsealed 22km of road	<a href="#">250721</a>	<p><b>RESOLUTION 250721</b></p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council</p> <ol style="list-style-type: none"> <li>Resolve that the sealing of the 22Km unsealed section of Perricoota Road is a priority.</li> <li>Ask the Chief Executive Officer to do all that is necessary to obtain funds to complete the works by 30 June 2025.</li> </ol> <p><b>CARRIED</b></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><b>CARRIED 8/1</b></p>	Bond, Jack	<span style="color: yellow;">●</span>
<b>10 Aug 2021 4:22pm Leyonhjelm, Lindy</b>	CEO Terry Dodds to take on until new Director Operations & Major Projects commences as MRC				
<b>10 Aug 2021 4:24pm Leyonhjelm, Lindy - Reallocation</b>	Action reassigned to Dodds, Terry by: Leyonhjelm, Lindy for the reason: Scott Barber leaving MRC				
<b>12 Oct 2021 1:46pm Leyonhjelm, Lindy - Reallocation</b>					

Action reassigned to Bond, Jack by Leyonhjelm, Lindy - Jack Bond is now the director Infrastructure to manage this action

**22 Nov 2021 3:35pm Donald, Jan**  
Further investigation into viability of sealing Perricoota Road (unsealed section) and future funding opportunities to be considered to be considered by Council.

**17 Jan 2022 11:18am Donald, Jan**  
Engineering seeking funding opportunities. Further detailed report in March 2022.

**14 Jul 2022 2:39pm Bond, Jack**  
Funding had been applied to Federal and still yet to hear an announcement.

**30 Nov 2022 10:20am Donald, Jan**  
Council has not yet been success with funding opportunities, maintenance works planned to improve level of service.

**16 Mar 2023 12:50pm Bond, Jack**  
Council have been successful in \$1.4mil to resheet that problem areas of the road and improve drainage issues., Planning to hold community meeting in coming weeks to hear concerns of the users of the road to ensure alignment of priorities.

**04 Apr 2023 8:50am Donald, Jan**  
Currently in early planning stages.

**10 May 2023 12:27pm Donald, Jan**  
Perricoota Road Community Update is being conducted on Thursday 18 May 2023 from 2pm to 6pm at the Womboota Hall. Residents are encouraged to pop in and bring along ideas for increasing safety measures along the road.

**08 Jun 2023 9:03am Bond, Jack**  
Communty session was well represented by community. Comments have been taken into consideration is we progress into detailed design and scope.

**12 Jul 2023 1:09pm Bond, Jack**  
Project planning well underway

**07 Aug 2023 8:20pm Bond, Jack**  
Design contract awarded

**12 Sep 2023 1:24pm Bond, Jack**  
Minor works commencing and material being purchased.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/01/2022	Liston Caravan Park	<a href="#">290122</a>	<p><b>RESOLUTION 290122</b></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"> <li>1. 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.</li> <li>2. Request a further report that identifies councils' options in relation to the future of the Liston Caravan Park Mathoura, including:                             <ol style="list-style-type: none"> <li>a) Cost to upgrade the park to a compliant standard.</li> <li>b) Management and operating models.</li> <li>c) Cost to decommission the site and develop the Caravan Park area into a passive recreation park.</li> </ol> </li> </ol>	Bulmer, Glenn	●
08 Feb 2022 7:47am Harvie, John					<b>CARRIED</b>

Legal advice on termination of annual leases has been sought. Letters to annual tenants will be sent once legal advice is received.

**07 Mar 2022 3:23pm Harvie, John**  
 Letters of termination have been sent. Two onsite meetings held with tenants. A further onsite meeting to be held on Monday 14 March.

**04 Apr 2022 4:30pm Harvie, John**  
 Further report to council in April.

**11 May 2022 11:17am Leyonhjelm, Lindy - Reallocation**  
 Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Change of personnel

**12 Jul 2022 8:07am Ryan, Sarah**  
 JH/SR - GB will prepare a report to Council.

**12 Jul 2022 4:50pm Leyonhjelm, Lindy - Reallocation**  
 Action reassigned to Bulmer, Glenn by Leyonhjelm, Lindy - GB is currently actioning the steps required for the upgrade of Liston Caravan Park to adhere to current regulations

**14 Jul 2022 2:43pm Bond, Jack**  
 G Bulmer progressing with closure and preparation of options

**04 Oct 2022 4:25pm Bulmer, Glenn**  
 Liston CP temporary closure effective 19/09/2022. Minor demolition works to remove old toilet blocks now scheduled for mid October 22. Redevelopment options currently being prepared.

**29 Nov 2022 4:24pm Bulmer, Glenn**  
 Demolition of delatidated toilets / shower blocks completed. Site cleanup to be finish end November 2022. Options paper due Jan 2023.

**10 Jan 2023 12:20pm Bulmer, Glenn**  
 Awaiting completion of the Options Report by Scope Project Consulting

**14 Feb 2023 11:10am Bulmer, Glenn**  
 Options Report by Scope Project Consulting on target for completion 28/02/2023

**04 Apr 2023 8:21am Bulmer, Glenn**  
 Staff currently reviewing the Options Paper submitted by Scope Consulting.

**09 May 2023 11:33am Bulmer, Glenn**  
 Staff have finalised review of the Options Paper and are working with the Consultant to finalise the report. Crown Lands are due to provide options / advice to MRC by 12/05/2023

**05 Jun 2023 4:15pm Donald, Jan - Email**  
 Hi Glenn - could you please update your actions on the above item in InfoCouncil. If there hasn't been any change since last month, just put that in there.,Thanks,Jan.

**07 Jun 2023 9:49am Bulmer, Glenn**  
 The consultant is currently amending the options paper as a result of the staff review and recent advice from Crown Lands.

**11 Jul 2023 8:44am Bulmer, Glenn**  
 The consultant has completed the report and staff are currently reviewing.

**11 Sep 2023 2:22pm Bulmer, Glenn**  
 Councillor Workshop set for 12/09/2023 to discuss the report and options.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/01/2022	Mathoura Residential Development	<a href="#">150122</a>	RESOLUTION 150122 Moved: Cr Thomas Weyrich	Bond, Jack	●



	<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;"><b>CARRIED</b></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;"><b>CARRIED 5/2</b></p>
<p><b>08 Feb 2022 1:08pm Donald, Jan</b></p> <p>Works have commenced on the engineering design following on from meeting with the consultants.</p> <p><b>12 Jul 2022 4:16pm Bond, Jack</b></p> <p>DA has been applied for</p> <p><b>30 Nov 2022 10:22am Donald, Jan</b></p> <p>Design and planning still underway. More information available in 2023.</p> <p><b>04 Apr 2023 8:49am Donald, Jan</b></p> <p>Design and planning nearing completion. Actively seeking funding opportunities to support the development.</p> <p><b>09 May 2023 3:56pm Donald, Jan</b></p> <p>No further update at this time.</p> <p><b>08 Jun 2023 9:03am Bond, Jack</b></p> <p>Motion passed at May meeting to progress to detailed costing stage.</p> <p><b>12 Jul 2023 1:09pm Bond, Jack</b></p> <p>Detailed design underway</p> <p><b>12 Sep 2023 1:24pm Bond, Jack</b></p> <p>Future report to Council for feasibility.</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.)**

Expenses this month have been higher than expected with the main culprits being Professional Membership of Council all coming at the one time and an increase of RFS contribution that have been higher than previous years. It is great to have our new starter Jobin fill the role of Development Engineer. A great pick up from Albury City Council. Consultation for the Echuca Moama Flood Study Consultative Group went well and will prepare the draft report for Council to go out for Community Consultation.

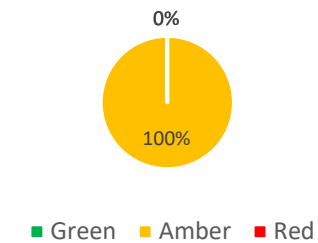
**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

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

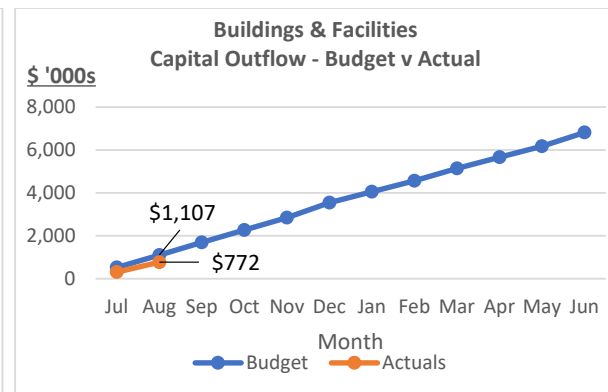
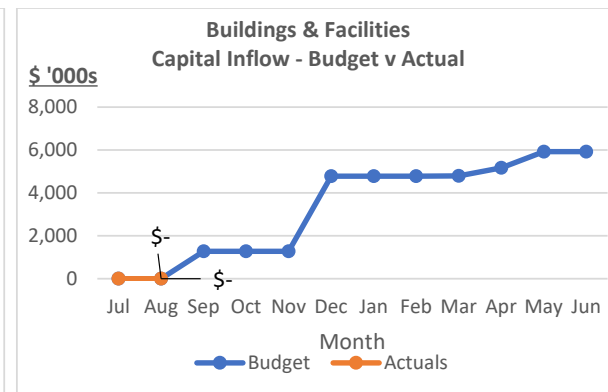
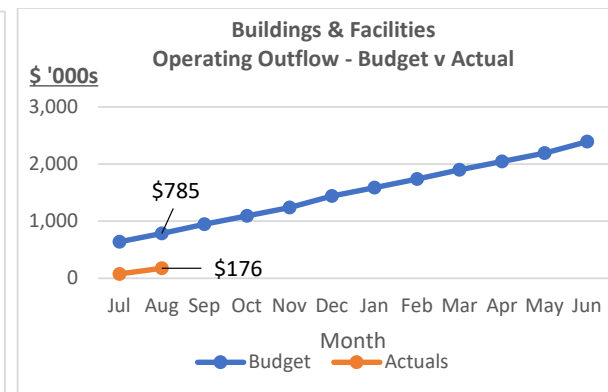
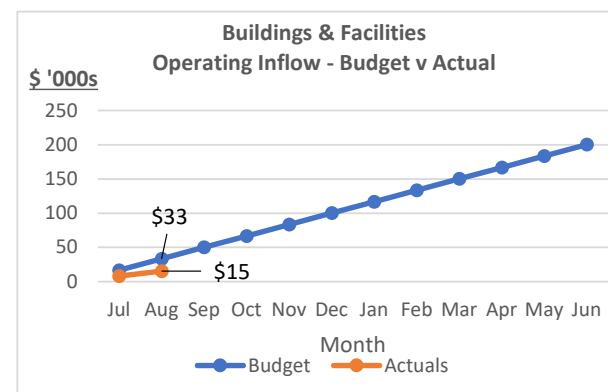
Operational Plan Delivery



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		
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
<b>3.2 – Public Buildings</b>									
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"> <li>Refurbishment of Goodnight Hall / Recreation Reserve Toilet block – aging asset.</li> <li>Refurbishment of Mathoura Memorial Park Toilet Block – aging asset. Includes update of fixtures and fittings, replacement of defective components, render and painting.</li> <li>Concrete hardstand is cracking / deteriorating and may become a</li> <li>Noorong Hall - Replace entire hardstand with new concrete.</li> <li>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.</li> </ul>	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.	● ● ●
Security & Compliance upgrade	\$86,000	\$72,507	\$13,493	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	\$1,357,820	\$4,544,672	40%	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 are currently being assessed for compliance.	●
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 set for 12/09/2023 to discuss report and options.	●
Moama Main Office – Stage 1a (Ground floor office expansion)	\$60,000	\$8,707	\$51,293	10%	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.	●
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.	●
Moama Water Treatment Plant - Auto Sliding Gate	\$35,000	\$0	\$0	5%	Quotes currently being obtained for the works.	●

## PART E: Business as Usual

**Moama HQ:** Water leak rectification works nearing completion. Painting of the external cladding and internal wall linings completed. Works on the east side balcony completed.

**Moama Preschool Development:**

Works are progressing well. All underground services have been installed, building slab has been completed, steel / timber framing has been erected, roofing in place and carpark completed. Building colour schemes have been finalised. Works to re-align the internal Recreation Reserve access track have commenced and due to be completed 12/09/2023. Designs and delivery of the rear landscaping / play space have been finalised and are currently being assessed for compliance.

Note: Whilst works are in progress access to the northern section of the Moama Recreation Reserve will be closed and there will be detours within the Reserve as the build progresses.





**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

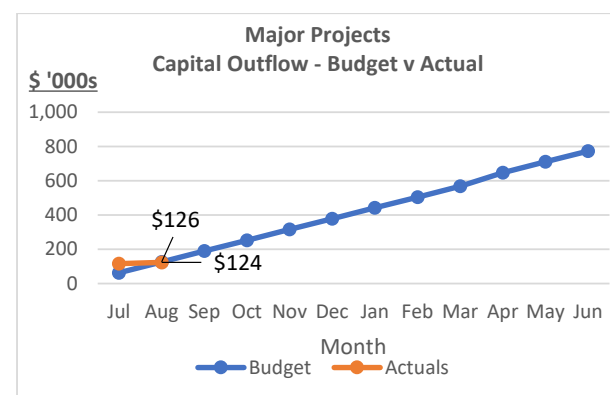
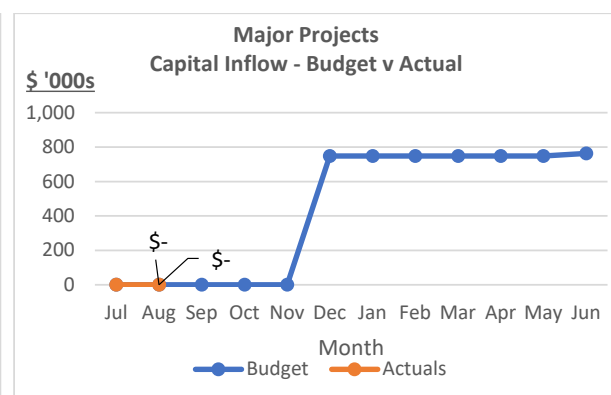
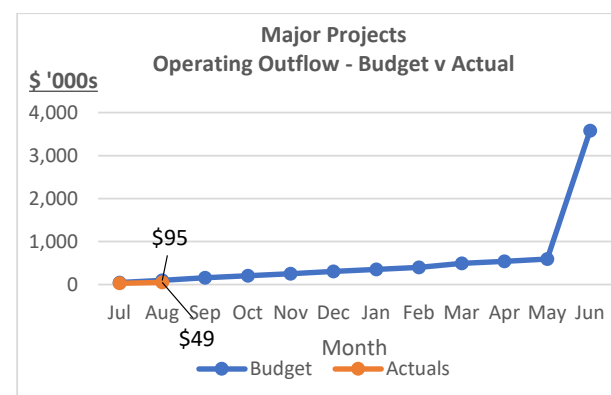
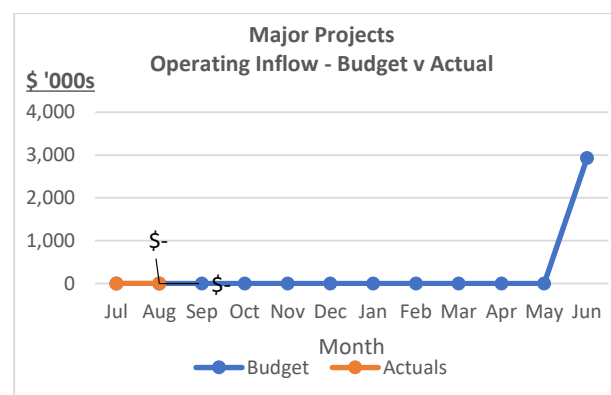
Manager Major Projects – Onesimo Mukodi	Project Manager	Design and Development Technician (Vacant)																																																																																																																																							
<p>Manage the Major Projects Business Unit. Developing, implementing, 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>																																																																																																																																							
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**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. Has been rescheduled to commence mid-January 2023.	●
Murray Downs Foreshore Boat ramp and associated works (Boating Now Round 3/Council)	In progress. Delayed by very high river levels on the Murray at this location. Scheduled to resume mid-October 2023.	●
Echuca-Moama Floodplain Risk Management Study and Plan (NSW Floodplain Management Program/Council)	Draft Flood Study Report scheduled to be referred to October 2023 Council meeting for approval to be placed on public exhibition. Flood Study report is expected to be ready by end of June 2024.	●
River Estate and Jamieson Levee Upgrade Detailed Investigation and Design	Project complete.	●
River Estate Levee Upgrade	Will proceed subject to grant funding.	●
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. Further progress on hold until return of funding deed signed by NSW Treasury.	●
Design for Barham Sewage Treatment Upgrade	Request for Tender for Design Consultants out to tender closing on 04/10/2023.	●
Moama Boat Pump Out Station upgrade design	Updating of concept design, preparation for procurement In progress.	●
Moama Raw Water Intake Protection Works	Drafting of specification, preparation for procurement In progress.	●
Murray Irrigation Limited Structures Load Assessment	Preparation for procurement In progress. Will commence once the funding deed has 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.)**

Strategic procurement utilising providers who deliver the best value for money for their component of the project.

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



Echuca-Moama Flood Study recalibration progressing well. Monitoring and managing risks associated with the delays to the Murray Downs Boat Ramp Project and Tooranie Road/Yarrein Creek Bridge.

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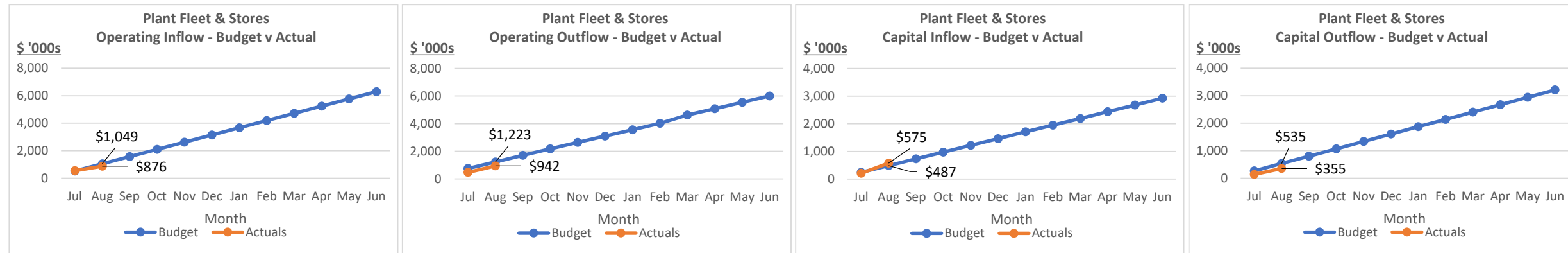
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

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	
				1	2	3	4		
<b>Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.</b>									
<b>7.10 – Gradual retirement of vehicles with Internal Combustion Engines (ICE).</b>									
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**



August Fuel costs higher than budget with significant operational works completed during August and the impact of increased fuel prices. Average Diesel price per litre for August is 10% higher than July.

**PART D: Project Status**

2023-24 Asset Replacement Plan on track with successful resolution to purchase 5 assets, as detailed below. These assets represent \$1,893,000 of the total \$3,303,200 for the 2023-24 year.

**PART E: Business as Usual**

4 new assets received during August.



New Kubota M126GX Tractor for Moulamein Works team.



New Kubota ZD1221 72" Zero Turn Mower for Moama Parks and Gardens team.



New Kubota U17-3HG Excavator on trailer for Moama Water and Waste Water team.



New Kubota RTV X900W Utility Vehicle for Moama Parks & Gardens team.

**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)**

Council Report submitted to the August Council Meeting seeking approval for 5 asset replacements, as per the 2023-24 Capital Replacement Plan.

- Resolution received to purchase
- 1) Water Truck for Mathoura
  - 2) Grader for Barham
  - 3) Pneumatic Roller for Mathoura
  - 4) Road Reclaimer for Moulamein
  - 5) Backhoe Loader for Moama/Mathoura

Corresponding Purchase Orders generated and sent to successful tender suppliers. Assets to be received during the 2023-24 year when available from supplier.

PART A: Section Accountabilities and Team Roles

Manager Works – Ricki Thompson	Project Engineers	Soils Laboratory Supervisor	Road Safety Officer	Works Coordinators																																																																																																																																																																																																															
<p>This team is now solely focused on implementation and the “doing”.</p> <p>Ricki is the <b>Implementation Agent</b>.</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> <li>Civil Works</li> <li>Roads</li> <li>Bridges</li> <li>Ancillary furniture</li> <li>Emergency Services and After Hours Response</li> </ul> <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 team 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 team 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"> <li>the number of vehicles per day</li> <li>the vehicle travel speeds</li> <li>direction of travel</li> <li>percentage heavy vehicles</li> </ul> <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"> <li>In-situ Moisture Content.</li> <li>Specific gravity of soil.</li> <li>Particle Size Distribution (By wet sieving &amp; pipette method)</li> <li>Compaction test – Proctor test.</li> </ul> <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 team 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>																																																																																																																																																																																																															
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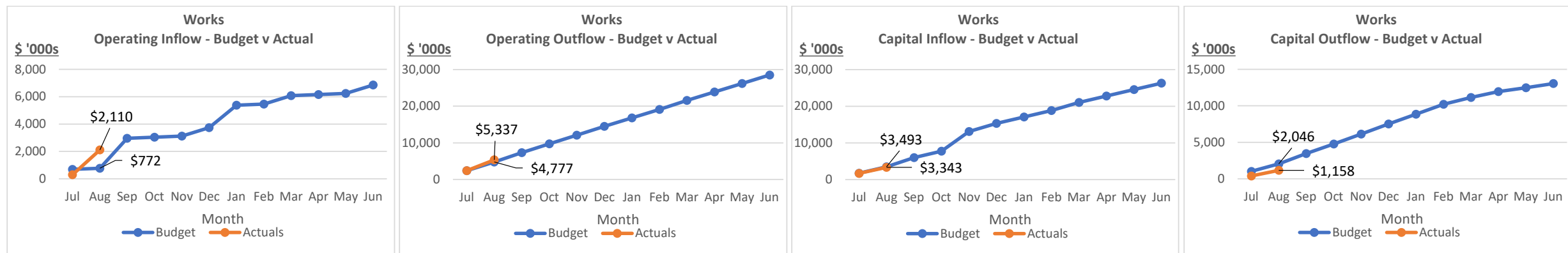


1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. (S DPE)	Deliver, Partner	(DP 1.2.2) Investigate options to use recycled 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.	●
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
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.	●
	Deliver	(DP 1.3.1.B) Construction of the Moulamein Levee	B: MW P: MIP O: CW		✓	✓		Submission made for funding. 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.	●
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
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.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
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.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
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 replacement.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
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		✓	✓	✓	Not commenced.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
6.4 – Local road & drainage options									
Develop and implement a roads and drainage program of works.	Deliver	(DP 6.4.1) Develop and begin implementation of roads and drainage program of works for all of Council which	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Initial capital program scheduling completed for 23/24. Current survey and design package will include projects to be included in future program of works.	●

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(S DI)		addresses community concerns and feedback							
Sensitive design of roads to consider environmental factors, accessibility and amenity. (S DI)	Deliver, Partner, Advocate	(DP 6.4.2) Ensure Prework 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.	●
<b>Theme 6 – Goal 3 – Advocate for improved public transport.</b> 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. Met with Newtons Bus Service and Dysons to review current servicers, opportunities for improvement and the expansion of Moama.	●
<b>Theme 6 – Goal 4 – Enable commercial transport and connection opportunities.</b> 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 under review due extents of recent floods into preferred locations. Options to have two areas given five main routes in and out of Moulamein (Pretty Pine Road, Maude Road, Balranald Road, Swan Hill Road and Barham Road) to be discussed and investigated further. Further inspections completed for Moulamein truck parking areas and report in progress.	●
<b>Theme 6 – Goal 4 – Enable commercial transport and connection opportunities.</b> 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.	●
	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, pending success of further funding for Federal government. 2x submissions made for Repair Program 23/24.	●

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)	Construction	25%	In progress.	Pre-commencement meeting schedule for mid-September, with works expected to commence end of September. Delivery of road base material has commenced.
Mathoura	Roads to Recovery (R2R)	Bunnaloo Road Widening & Reconstruction (Ch 2.25km – 4.0km)	Planning	2%	In progress.	Early stages of planning for works, design in progress. Construction scheduled for January / February 2024.
Speewa	Roads to Recovery (R2R)	Speewa Road Widening & Reconstruction	Planning	20%	In progress.	Project documentation for construction has commenced. Construction scheduled for October / November 2023.
Barham	Roads to Recovery (R2R)	Wakool Street & Chester Street Intersection Traffic Calming	Planning	15%	In progress.	Design in progress.
Various	Disaster Recovery Funding Arrangements (DRFA)	AGRN 1034 – NSW Flooding from 14 September 2022	Planning / Construction	35%	In progress.	Immediate Restoration Works completed; next phase is Essential Public Asset Reconstruction Works. Damages summary: 158 approved and 4 pending. Flood works scheduled to commence in September including tender preparation for selected pavement restorations.
Various	Fixing Local Roads (FLR)	Pothole Repair Round 2023-2024	Construction	60%	In progress.	Works in progress. 1,256 potholes completed during August for a total area of 2,413m <sup>2</sup> . The total number of potholes completed is 3,542 covering 17,700m <sup>2</sup> .
Various	Regional & Local Roads Repair Program (RLRRP)	Regional & Local Roads Repair Program 2023-2024	Planning / Construction	25%	In progress.	Heavy patching works in progress, works completed on Balpool Road and moved to Balranald Road. Smoothing and reshaping of unsealed roads is progressing well. Reviewing locations and scope of drainage works given potential delays with culvert supply. Feedback regarding culvert supply pending from TfNSW.
Bunnaloo	Fixing Local Roads Round 4 (FLR4)	Perricoota Road, Bunnaloo	Planning	10%	In progress.	Survey nearing completion and commencement of design to follow. Gravel selection completed.
	Co-funded Fixing Country Roads Round 6 Council Heavy Vehicle Safety & Productivity Programme (pending)	Kyalite Road Widening	N/A	0%	Not commenced.	Pending outcome from the Heavy Vehicle Safety & Productivity Programme.
Various	Block Grant	Regional Roads Reseals	Planning	2%	In progress.	Finalising program for reseals and reviewing any final seals that need to be completed.
Various	Council	Urban Street Reseals	Planning	2%	In progress.	Finalising program for reseals and reviewing any final seals that need to be completed.
	Repair Program	Deni Barham Road Rehabilitation & Widening	N/A	0%	Not commenced.	Submitted for funding, pending outcome.
	Repair Program	Barmah Road Rehabilitation & Widening	N/A	0%	Not commenced.	Submitted for funding, pending outcome.
Thyra	Council	Thyra Road Railway Crossing Removal	Planning	10%	In progress.	Documentation completed and works scheduled for November – December 2023.

## 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 this financial year, a total of 38 applications have been processed for ROPs and driveway / crossover applications.

Application	Received YTD	Completed YTD	Received Current Month	Completed Current Month	Pending / To be Completed
Road Opening Permits	26	24	11	10	2
Driveway / Crossover Applications	13	11	3	2	2

Pre-pour inspections for driveways / crossovers: 10  
 Culvert installation inspections: 0  
 Pre-application consults: 10

**Flood Recovery**

Council have completed the first two phases of the recovery works, emergent works and immediate restoration works.  
 A total of 162 damages have been submitted final phase, restoration of essential public assets, with 158 approved and four (4) pending.  
 The submission deadline is 30 September 2023.  
 The deadline to complete the final phase is 30 June 2025.  
 Scheduling to completed approved damages is currently in progress, with a combination of Council, Contractors and possible neighbouring Council collaboration to be used.  
 There are 41,900m<sup>2</sup> of seal pavement damages, 17,300m<sup>2</sup> and 24,600m<sup>2</sup> for Regional and Local roads respectively.

**Streetlighting**

Streetlight maintenance performance for July was not provided in preparation for this report.  
 An update to be provided next month.

**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	Fatal	6	7.0%	Killed	6	5.1%
2019	21	25	Serious Injury	6	7.0%	Seriously Injured	8	6.8%
2020	12	18	Moderate Injury	25	29.1%	Moderately Injured	31	26.3%
2021	16	18	Minor/Other Injury	46	53.5%	Minor/Other Injured	66	55.9%
2022	9	14	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	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>



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

Great work has been underway to review, and cleanup Reflect defect database. Schedule inspections for all roads to be formalised in Reflect to allow for an improved routine and reporting purposes.

Initial version of works program released to depots for upcoming capital works.

Various maintenance works have been underway including maintenance grading, footpath and kerb replacements, table drain and culvert cleaning and clearing, etc.

Upcoming works include Perricoota Road resheeting, Bunnaloo Road, Speewa Road, Chester Street and Wakool Steet intersection, Deniliquin-Barham Road (pending external funding), Barmah Road (pending external funding), Kyalite Road (pending external funding), Thyra Road railway removal and various K&G and footpaths renewals.

We have had a couple of staff members leave recently, either entering into a deserved retirement or moving onto another challenge / opportunity. We would like to thank those employees for the valuable contribution to Council over many years.

Thank you to staff who have been taking extra responsibilities and putting their hand up to fill a higher role. Its always great to see people taking on extra responsibilities and challenging themselves.



Feedback received from residents on Brassi Road. Well done to all involved, it's always great to receive positive feedback from the community.



Completed shared path surfacing in Murray Downs.





Drone imagery of completed Wakool Road reconstruction (Ch: 27km). Great finish to the works despite some uncontrollable delays with ground conditions and weather.

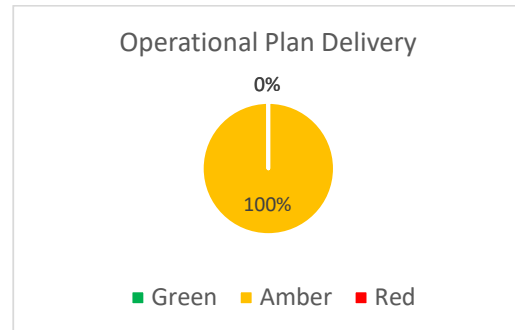
#### PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

Final phase of flood recovery works schedule to commence in September, along with new capital works funded by Roads to Recovery and Fixing Local Roads programs. Maintenance grading continuing. Valuable experience gained by employees taking on higher duties for the first time.

**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 <b>Implementation Agent</b></p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> <li>Water source access (including alternative supply options)</li> <li>Water and wastewater treatment processes</li> <li>Water distribution and quality</li> <li>Wastewater collection</li> <li>Water efficiency and reuse</li> <li>Emergency Services and After-Hours Response</li> </ul> <p>Their work will include:</p> <p>Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection &amp; 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>																																																																																																															
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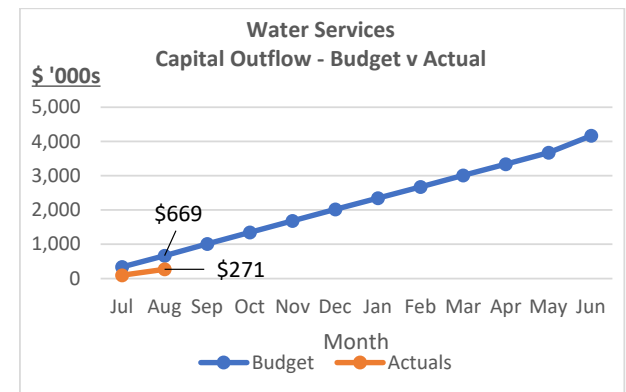
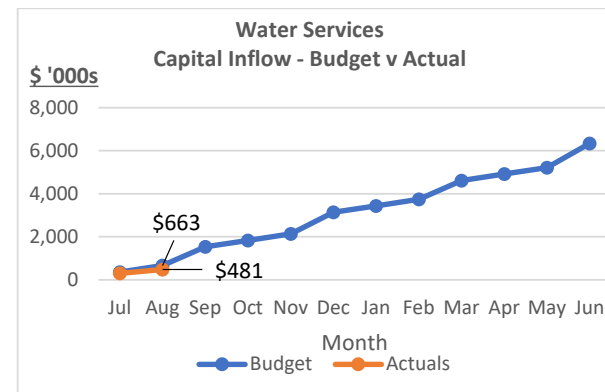
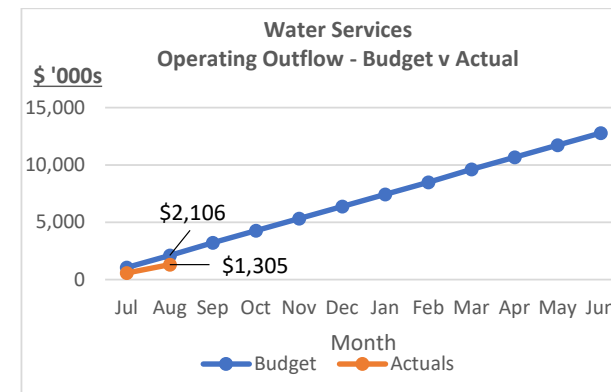
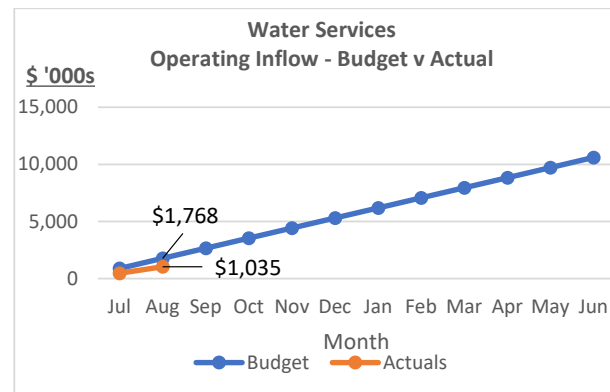
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



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		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
<b>1.3 - Integrated Water Cycle Management</b>									
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.	●
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.	●


**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	30%	<p>Detailed design complete.</p> <p>Essential valves and fittings installed to network for connection of pump. Contractor Engaged for construction of building required onsite.</p> <p>Slab and foundations complete. Construction ongoing</p>

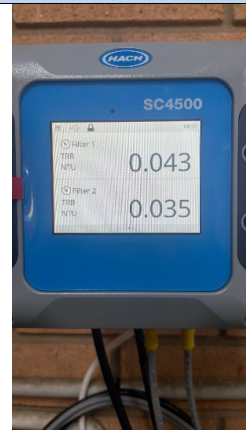


Moama Sewer Treatment Works	Capital Renewal	Maintenance works for access around the Moama Sewer Treatment Ponds.	Under Construction	100%	Works have been ongoing in recent weeks. 
Koraleigh Raw Water network.	Capital Project	Design, consultation, and construction of Raw Water network in Koraleigh.	Tender	50%	Design is and consultation complete. Project is out to tender for construction. Tender process completed construction date TBC.

**PART E: Business as Usual**



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 Compliant	Action Undertaken	
1/08/2023	Complaint to EPA regarding reported odour near Moama Sewer Treatment Works.	Met EPA onsite 3 <sup>rd</sup> 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 Jamie Betts who is the acting Assistant Supervisor for September.

Trevor Wright, Hayden Metcalfe and Chris Flett undertaking Flouridation operator training.

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

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.

The Water Industry Operators Association of Australia (WIOA) in partnership with the Water Services Association of Australia (WSAA), are collaborating with a new initiative being the first Australian Water Industry Operator Placement Program. Murray River Council hosted Gary Cootes from Tweed Shire Council as part of the program and is looking at placement for a staff member to participate in the program.





MURRAY RIVER COUNCIL  
COUNCIL POLICY

# CONTAMINATED LAND POLICY

POL-403.V#2

The Policy is based on the Model Contaminated Land Policy Version: 2023.4 (23 June 2023) prepared by:

- ▶ Riverina and Murray Joint Organisation
- ▶ Riverina Eastern Regional Organisation of Councils
- ▶ Far North West Joint Organisation
- ▶ Dubbo Regional Council



murray river  
council

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## 1. INTRODUCTION

This Contaminated Land Policy outlines Council's commitment in regard to managing contaminated land in the Murray River Council Local Government Area (LGA).

This policy has been developed under the provisions of the Contaminated Land Management Act 1997 (CLM Act), its associated State Environmental Planning Policy No. 55 – Remediation of land and the Managing Land Contamination – Planning Guidelines, in regard to the principles of:

- ▶ Ensuring that changes of land use, or new development proposals, will not increase the risk to human health or the environment;
- ▶ Avoiding inappropriate restrictions on land use; and
- ▶ Providing information to support decision making and to inform the community.

This Policy is one of the three components of the Contaminated Land Framework, which comprises three elements:

1. Contaminated Land Policy
2. Council guidance on Implementing the Contaminated Land Policy; and
3. Best practice resources.

This framework was developed by RAMJO and REROC in collaboration with Far North-West Joint Organisation and Dubbo Regional Council. This collaboration sought to establish a 'regional' framework for managing contaminated land in Council business processes.

## 2. OBJECTIVES

This policy aims to:

- ▶ Enable Council to consider the likelihood of land contamination as early as possible in land-use planning and development control processes;
- ▶ Avoid any inappropriate restrictions on land use;
- ▶ Ensure a proposed change in land use or any development will not increase the risk of harm to human health and the environment;
- ▶ Ensure any contaminant is remediated to a level that complies with relevant contamination criteria as required by regulation, thereby ensuring the land is suitable for its intended use;
- ▶ Enable Council to provide accurate and timely information and advice to inform and support decision-making in land-use planning and development control processes;
- ▶ Enable the community to be informed of Council's requirements regarding the management of contaminated land; and
- ▶ Enable Council to exercise its land-use planning and development control functions with a reasonable standard of care and diligence.

## 3. SCOPE

This policy provides information to internal and external stakeholders, interested parties and the broader community on Council's position on managing land contamination.

This policy applies to all land within the Murray River Council Local Government Area (LGA).

This policy is predicated on the requirements of Chapter 4 ('Remediation of Land') of the State Environmental Planning Policy (Resilience and Hazards) 2021 (Resilience and Hazards SEPP),<sup>1</sup> as

<sup>1</sup> The content of Chapter 4 of the *Resilience and Hazards SEPP* was formerly the *State Environmental Planning Policy No. 55 – Remediation of Land* (guidelines for which can be found in *Managing Land Contamination: Planning Guidelines: SEPP55 – Remediation of Land*, <https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/clm/managing-contaminated-land-guidelines-remediation.pdf>).

elaborated in its contaminated land planning guidelines.<sup>2</sup>

This policy is applicable to employees involved in Council land-use planning and development control functions, as well as in waste management and in managing public land and Council assets.

This policy is also applicable to:

- ▶ A principal certifying authority;
- ▶ Consultants (for example, strategic and statutory planning, contaminated land practitioners, underground petroleum storage systems practitioners);
- ▶ Property developers;
- ▶ Landowners and/or managers; and
- ▶ Members of the public.

#### **4. LEGISLATION**

The following legislation are referenced in this policy:

- ▶ Building and Development Certifiers Act 2018 (NSW)
- ▶ Building and Development Certifiers Regulation 2020 (NSW)
- ▶ Contaminated Land Management Act 1997 (NSW)
- ▶ Conveyancing Act 1919 (NSW)
- ▶ Environmental Planning and Assessment Act 1979 (NSW)
- ▶ Environmental Planning and Assessment Regulation 2021 (NSW)
- ▶ Environmentally Hazardous Chemicals Act 1985 (NSW)
- ▶ Government Information (Public Access) Act 2009 (NSW)
- ▶ Home Building Act 1989 (NSW)
- ▶ Local Government Act 1993 (NSW)
- ▶ Protection of the Environment Operations Act 1997 (NSW)
- ▶ Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 (NSW)
- ▶ Protection of the Environment Operations (Waste) Regulation 2014 (NSW)
- ▶ State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 (NSW)
- ▶ State Environmental Planning Policy (Resilience and Hazards) 2021, Chapter 4 ('Remediation of Land')
- ▶ Water Management Act 2000 (NSW)
- ▶ Workplace Health and Safety Act 2011 (NSW)
- ▶ Workplace Health and Safety Regulation 2017 (NSW)

<sup>2</sup> These guidelines, referred to in the *Resilience and Hazards SEPP*, are those found in Schedule 6(3) of the *Environmental Planning and Assessment Act 1979*.

## 5. POLICY STATEMENT

Council acknowledges that land contamination poses a risk of harm to human health and the environment.

### 5.1 RESPONSIBILITIES

- 5.1.1 Council will act in good faith with the Contaminated Land Planning Guidelines by ensuring due care and diligence in considering land contamination in Council's land-use planning and development control functions.
- 5.1.2 Council will identify, evaluate and manage contaminated land so as to not increase the risk of harm to human health and the environment:
- When preparing or making a planning instrument (including a planning proposal) and a development control plan (Part 3 of the Environmental Planning and Assessment Act 1979 (NSW) (EP&A Act));
  - When considering the potential for land contamination in development assessment and consent processes (Part 4 of the EP&A Act) and in environmental impact assessment processes (Part 5.1 of the EP&A Act);
  - In building and subdivision certification processes (Part 6 of the EP&A Act);
  - when managing public land and assets, including land managed or under the control of Council; and
  - When managing waste, including contaminants in soil.
- 5.1.3 Council will not approve a development application or lodge a planning proposal unless it is satisfied, based on information available to it under this policy, that that land is suitable, or can be made suitable, for its proposed use.
- 5.1.4 Council will consider the potential of land contamination in a process to furnish the contaminated land information that is required on planning certificates (Part 10.7 of the EP&A Act).
- 5.1.5 With respect to sites with operational or abandoned underground petroleum storage systems (UPSS), Council acknowledges that it is the Appropriate Regulatory Authority (ARA) under the UPSS Regulation. Council also acknowledges the regulation of these sites is also under various other legislation administered by state departments and agencies, including SafeWork NSW and NSW Fair Trading.

### 5.2 INFORMATION MANAGEMENT

- 5.2.1 Council will maintain and update a Contaminated Land Site Register so as to comply with Section 59(2) of the CLM Act in furnishing contaminated land information on planning certificates under Section 10.7 of the EP&A Act.
- 5.2.2 The contaminated land site register will include information on actual and potential land contamination to inform its land-use planning and development control functions in alignment with the Contaminated Land Planning Guidelines.
- 5.2.3 The list of sites in the contaminated land site register will be compiled, maintained and updated in good faith in the interests of responsible land-use planning and development control and is to be used as a first point of reference by Council.
- 5.2.4 Information on actual or potential land contamination contained in Council's Contaminated Land Site Register is to be supplied to the public only by either:
- Issuing a Section 10.7 planning certificate under the EP&A Act; and
  - A Council Officer with delegation to approve the release of reports identified in Appendix 3 that have been provided to Council.

- c. Providing access to information and documents in accordance with Local Government Act 1993 and Government Information (Public Access) Act 2009.

#### **CONTAMINATED LAND SITE REGISTER**

- 5.2.5 Council's contaminated land site register should contain accurate and reliable information for individual parcels of land on:
- a. Land-use history and zoning so as to flag the potential for land contamination for a parcel of land if Council reasonably suspects historical land use or zoning may indicate a use of land involving a potential land use or activity listed in Appendix 2
  - b. Artefacts received by Council in relation to:
    - i. Reports on the assessment of site contamination listed in Appendix 3;
    - ii. Site audit statements;
    - iii. EPA notifications under Section 59(1) of the CLM Act;
    - iv. Notification for Category 2 remediation works; and
    - v. Notification of completion of Category 1 and Category 2 remediation works
  - c. Any land-use restrictions on the land relating to possible contamination, such as notices issued by the EPA or other regulatory bodies.
- 5.2.6 If an EPA notification under Section 59(1) of the CLM Act lists reports on the assessment of site contamination, Council will request copies of these reports to be included in its contaminated land site register.
- 5.2.7 Council will either modify an existing record or create a new record in its contaminated land site register if it approves a new or significant modification (as defined by the UPSS Regulation) to an existing underground petroleum storage system.
- 5.2.8 Information contained in this register is to be used by Council in:
- a. furnishing contaminated land information required on Section 10.7 planning certificates under the EP&A Act;
  - b. determining the suitability of land for its proposed use; and
  - c. determining conditions of development consent so as to not increase the risk of harm, to human health and the environment, of an approved use of land.
- 5.2.9 Council will consider the potential for contamination of adjacent land in any process prescribed in Clause 5.2.8.
- 5.2.10 Council will update records in the contaminated land site register with information:
- a. Provided to it in relation to the (actual or potential) contamination status of land, including notifications, notices and orders, and reports on the assessment of site contamination;
  - b. Obtained from Council's inspection and monitoring of contaminated sites and from the inspection of sites operating underground petroleum storage systems; and
  - c. Directly obtained by Council in land-use planning and development control processes from:
    - i. EPA online databases, in relation to sites subject to an investigation order and/or regulation under the CLM Act;
    - ii. SafeWork NSW, in relation to underground petroleum storage systems licensed under Schedule 11 of the Workplace Health and Safety Regulation 2017;
    - iii. NSW Fair Trading, in relation to registered retail fuel service stations; and
    - iv. Other sources of information used as input into an assessment of historical land use.



- 5.2.11 In lieu of a contaminated land site register, Council should identify and assess historical land use using information identified in Clause 5.2.10 (c) in any process prescribed by Clause 5.2.8.

### **SECTION 10.7 PLANNING CERTIFICATE**

- 5.2.12 Council will furnish contaminated land information required on Section 10.7(2) planning certificates including:
- Whether any adopted Council policy restricts the development of land subject to the planning certificate if Council knows or reasonably suspects land contamination;
  - Information prescribed by Section 59(2) of the CLM Act;
  - Whether the land was or remains the subject of a preliminary investigation order under Section 10(1)(a)–(b) of the CLM Act;
  - Whether the land is a remediation site; and
  - Information on the potential of contamination of the land subject to the planning certificate due to its historical or current use. This information may be furnished using the annotations provided in Appendix 4 of this Policy.
- 5.2.13 Council may furnish additional contaminated land information on Section 10.7(5) planning certificates, including:
- Report(s) possessed by Council and identified in Appendix 3 relating to the assessment or regulation of site contamination of that land or adjacent land;
  - A statement that the site has been assessed and/or remediated; and
  - A statement that any person relying on the certificate is advised to consider these artefacts and to seek Council's advice regarding further development of the site.

### **5.3 COUNCIL LAND-USE PLANNING FUNCTION**

- 5.3.1 Council will consider land contamination in land-use planning processes in accordance with processes, procedures and standards prescribed by the Contaminated Land Planning Guidelines.
- 5.3.2 Council will consider the potential for land to be contaminated when there is a proposed change in the permissible uses of that land.
- 5.3.3 Council will not include land in a zone that would permit a change of use of that land from the existing use unless:
- Council has considered whether the land is contaminated;
  - If the land is contaminated, Council is satisfied that the land is suitable in its contaminated state or can be made suitable for its proposed use after remediation, for all purposes for which land in the zone concerned is permitted to be used; and
  - If the land requires remediation to be made suitable for any purpose for which land in that zone is permitted to be used, Council will impose conditions in development consent and approvals under Parts 4 and 5 of the EP&A Act to ensure the land is suitable for its proposed use through remediation prior to or during development works.

### **INITIAL EVALUATION**

- 5.3.4 Council will undertake an initial evaluation to investigate the potential for land contamination when preparing or making a planning instrument, development control plan or planning proposal (rezoning proposal) under Part 3 of the EP&A Act, using the potential land uses and activities listed in Appendix 2 as a guide in this evaluation.

**PRELIMINARY SITE INVESTIGATION**

- 5.3.5 In alignment with Local Planning Directions 4.4 ('Remediation of Contaminated Land'), Council will prepare and submit a preliminary site investigation report with a planning proposal if that proposal seeks to rezone land to a proposed use that is a sensitive receptor (as defined by this policy), and there is no knowledge (or incomplete knowledge) as to whether that and adjacent land involve a land use or activity listed in Appendix 2.
- 5.3.6 The preliminary site investigation is to be carried out in accordance with the requirements of relevant guidelines made or approved by the NSW EPA in alignment with the requirements of the CLM Act. The proponent is responsible for engaging a suitably qualified consultant to undertake this investigation.
- 5.3.7 Council will require a preliminary site investigation to be provided if it reasonably suspects, from an initial evaluation, that land may be contaminated because of the land's history (or historical zoning), condition or other information known to Council.
- 5.3.8 If the risk of contamination of land subject to a land-use planning process makes the land unsuitable for its proposed use, and it is not feasible to make the land suitable (that is, remediate the land) for its proposed use, Council will either:
- a. Restrict the range of permissible uses of that land in planning instruments; and
  - b. Elect not to proceed with the planning proposal to rezone that land.
- 5.3.9 If the preliminary site investigation identifies that the land can be made suitable for its proposed use through remediation, Council will include provisions in its local environment plan or development control plan that ensure the potential for contamination and the suitability of land for any proposed use is further addressed prior to the development of that land.

**5.4 COUNCIL DEVELOPMENT CONTROL FUNCTION****5.4.1 Development assessment**

- 5.4.1.1 In alignment with Section 4.15(1)(c) of the EP&A Act, Council shall consider land contamination in subdivision and development applications, particularly when a change in land use is proposed. This is to ensure that contaminated land:
- a. Is suitable for its proposed use in its contaminated state;
  - b. Can be made suitable for its proposed use through remediation; and
  - c. Presents no increased risk of harm to human health and the environment.
- 5.4.1.2 Council will undertake an initial evaluation to identify and consider the possibility of all forms of potential contamination based on an assessment of the historical or current use of that or adjacent land, particularly if the historical or current use is a use or activity listed in Appendix 2, and the proposed use is a sensitive receptor.
- 5.4.1.3 If the initial evaluation identifies a potential for land contamination then, in alignment with Section 4.6(4) of the Resilience and Hazards SEPP, Council will initiate an assessment of site contamination (as prescribed in Clause 5.5.4 of this Policy) to ascertain the nature and extent of contamination.

**5.4.2 Exempt and complying development**

- 5.4.2.1 Development must not be carried out on land designated as 'significantly contaminated land' within the meaning of the CLM Act for complying development specified for Codes identified in Section 1.19 under Part 1 of the Exempt and Complying Development Codes SEPP.
- 5.4.2.2 During development work on land subject to a complying development certificate, if land contamination is detected or reasonably suspected, Council requires that:
- a. All development work immediately cease;

- b. Council and the EPA be notified of the potential contamination; and
  - c. The notification be sent by the PCA or by the person who issued the complying development certificate.
- 5.4.2.3 Exempt development must not be carried out on land designated as 'significantly contaminated land' within the meaning of the CLM Act.

#### **5.4.3 Development consent**

- 5.4.3.1 Council will, under Section 4.17 of the EP&A Act, impose conditions in development consent to ensure there is no increased risk of harm to human health and the environment associated with:
- a. Development works (including complying development) on land that is known to be or is potentially contaminated;
  - b. Onsite management of contaminants in soil, including:
    - i. Soil used as infill at a development site (that is, virgin excavated natural material);
    - ii. Soil that may contain asbestos; and
    - iii. Contaminated soil from remediation works.
  - c. Offsite management of contaminants in soil, including waste material generated during remediation for offsite processing (a waste classification report<sup>3</sup> must be provided prior to transporting waste material offsite);
  - d. The detection of contamination on land that is subject to a complying development certificate; and
  - e. The ongoing operation of an approved use of land that involves a land use or activity listed in Appendix 2.
- 5.4.3.2 Standard conditions prescribed by Council in development consent related to contaminated land are those either:
- a. Contained in the Council Guidance on Implementing the Contaminated Land Policy document;
  - b. Developed by the NSW Department of Planning and Environment and located in the NSW Planning Portal (voluntary contaminated land conditions); and
  - c. Developed by Council in accordance with the NSW Department of Planning and Environment's Guide to Writing Conditions of Consent and which align with the 'Newbury Test'.
- 5.4.3.3 Council can impose a condition of development consent that requires the applicant to:
- a. Prepare a report on the assessment of site contamination, and to submit this report to Council prior to issuance of a subdivision works or construction certificate;
  - b. Submit a validation report to Council prepared by a certified consultant prior to commencing development works, confirming the land has been made suitable through remediation for its proposed use, and whether any ongoing monitoring is required to manage residual site contamination;
  - c. Prior to lodging a construction certificate, provide Council with the design specifications for a new or significantly modified underground petroleum storage system that was prepared by a 'duly qualified person' (within the meaning of the UPSS Regulation);

<sup>3</sup> <https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/contaminated-land/20p2233-consultants-reporting-on-contaminated-land-guidelines.pdf>

- d. Prior to lodging an occupation certificate, provide Council with:
  - i. works as executed plans related to the installation of new or significantly modified underground petroleum storage systems by a 'duly qualified person'; and
  - ii. a copy of the fuel system operation plan that has been prepared in accordance with the UPSS Regulation.
- e. Engage an accredited site auditor to review an assessment of site contamination and reports thereon, including a validation report. This is most appropriate for high-risk sites involving a change in land use to a sensitive receptor.

#### **5.4.4 Assessment of site contamination**

##### 5.4.4.1 Council will require:

- a. Investigations on the nature and extent of land contamination to be undertaken by appropriately qualified contaminated land consultants; and
- b. Reports on these investigations to be prepared, or reviewed and approved by, an appropriately qualified and certified consultant in accordance with relevant guidelines made by the NSW EPA.

#### **PRELIMINARY SITE INVESTIGATION**

##### 5.4.4.2 If the initial evaluation identifies a potential for land contamination, then, in alignment with Section 4.6(4) of the Resilience and Hazards SEPP, Council will require a preliminary site investigation to be submitted with a subdivision works or development application to carry out development where the land concerned is:

- a. Land that is within an investigation area (within the meaning of the CLM Act);
- b. Land on which development for a purpose listed in Appendix 2 is currently being, or is known to have been, carried out;
- c. To the extent to which it is proposed to carry out development on it for residential, educational, recreational or childcare purposes, or for the purposes of a hospital – land;
  - i. In relation to which there is no knowledge (or incomplete knowledge) as to whether development for a purpose listed in Appendix 2 has been carried out
  - ii. On which it would have been lawful to carry out such development during any period in respect of which there is no knowledge (or incomplete knowledge).

##### 5.4.4.3 Council will also require a preliminary site investigation when:

- a. Council reasonably suspects the land is contaminated because of its historical use (or zone), its condition or other information known to Council;
- b. The land has been investigated and/or remediated, but there is insufficient information available to Council on the nature and extent of contamination and/or remediation works undertaken, or the circumstances have changed;
- c. There are restrictions on, or conditions attached to, the use of the land by a regulatory or planning authority that are or may be related to contamination, but there is insufficient information available to Council on the nature and extent of contamination;
- d. Council records show that the land is associated with pollution incidents or the illegal dumping of waste; and
- e. The land is adjacent to land historically or currently being used for a purpose listed in Appendix 2, and Council reasonably suspects it is likely that this use may have contaminated the land subject to the preliminary site investigation.

- 5.4.4.4 The preliminary site investigation is to be carried out in accordance with the requirements of relevant guidelines made or approved by the NSW EPA in alignment with the requirements of the CLM Act. The applicant is responsible for engaging a suitably qualified consultant to undertake this investigation.

#### **DETAILED SITE INVESTIGATION**

- 5.4.4.5 Council will require a detailed site investigation to be undertaken when either:
- The results of the preliminary site investigation state the potential for or existence of contamination that may not be suitable for the proposed use of the land; and
  - Council is not satisfied with the content and/or completeness of the preliminary site investigation.
- 5.4.4.6 Council may request the preliminary and detailed site investigations to be combined when the land is known to be contaminated.
- 5.4.4.7 The detailed site investigation is to be carried out in accordance with the requirements of relevant guidelines made or approved by the NSW EPA in alignment with the requirements of the CLM Act. The applicant is responsible for engaging a suitably qualified consultant to undertake this investigation.
- 5.4.4.8 A report on the detailed site investigation must include a statement as to whether the land is suitable for its proposed use or if remediation is necessary to make the land suitable for its proposed use. If remediation is required, the report must list the feasible remediation options available.

#### **REMEDIATION ACTION PLAN**

- 5.4.4.9 A remediation action plan is to be provided to Council if the report on the preliminary or detailed site investigation states that the land is not suitable for its proposed use but can be made suitable through remediation.
- 5.4.4.10 Prior to determining a subdivision or development application, Council must be satisfied that remedial measures have been or will be undertaken in accordance with the remediation action plan lodged with Council.
- 5.4.4.11 A remediation action plan must identify, upon completion of remediation works, the need for ongoing land management due to residual contamination. This plan may also include an outline of the environmental management plan.

#### **VALIDATION REPORT**

- 5.4.4.12 A validation report must be lodged with Council after remediation works have been completed.
- 5.4.4.13 Where applicable, Council will include a condition of development consent requiring this report to be provided to Council prior to issuance of the subdivision works or construction certificate.

#### **REMEDIATION WORKS**

- 5.4.4.14 Remediation work that is ordinarily Category 2 remediation work but which is ancillary to designated development that requires development consent under Part 4 of the EP&A Act and an environmental impact statement under Part 5 of the EP&A Act may, as an applicant chooses, either:
- be made part of the subject of the development application for the designated development instead of being made the subject of a separate development application; and
  - be treated as Category 2 remediation work, which does not require the consent of Council.
- 5.4.4.15 All remediation work must be consistent with the Contaminated Land Planning Guidelines and carried out in accordance with guidelines made or approved by NSW EPA as required by the CLM Act.

- 5.4.4.16 Council requirements regarding site management of remediation works are outlined in Appendix 5 and are required to be included in a remediation action plan.
- 5.4.4.17 Council must be notified within 30 days of the completion of remediation works, in alignment with Section 4.14(2) of the Resilience and Hazards SEPP. This notice is required to include:
- Information prescribed in Section 4.15 of the Resilience and Hazards SEPP; and
  - A validation report.

**CATEGORY 1 REMEDIATION WORKS**

- 5.4.4.18 Remediation work that requires development consent is Category 1 remediation work. Category 1 remediation work is remediation work that is either:
- Identified in Section 4.8(a)–(f) of the Resilience and Hazards SEPP;
  - Not being work to which Section 4.11(b) of the Resilience and Hazards SEPP applies; or
  - Not carried out in accordance with the site management provisions outlined in Appendix 5.

**CATEGORY 2 REMEDIATION WORK**

- 5.4.4.19 Remediation work that does not require development consent is Category 2 remediation work. Section 4.11 of the Resilience and Hazards SEPP defines what constitutes Category 2 remediation work.
- 5.4.4.20 Council must be notified of the intent to undertake Category 2 remediation work at least 30 days before commencement. This notification is to include the information identified in Section 4.13(3) of the Resilience and Hazards SEPP.
- 5.4.4.21 Council also requires the following information to be lodged 14 days before commencing these works:
- A copy of the preliminary site investigation report, detailed site investigation report and remediation action plan for these works;
  - A copy of the soil and water management plan, where applicable (that is, for the management of flooding and of contaminants in soil); and
  - The contact details of the contractor responsible for remediation works and of the party responsible for ensuring compliance of remediation work with all relevant regulatory requirements.
- 5.4.4.22 A validation report is to be submitted to Council upon the completion of Category 2 remediation works.
- 5.4.4.23 For Category 2 remediation works associated with underground petroleum storage systems, Council requires:
- If a storage system is to be decommissioned, that the person responsible for the storage system notify Council no later than 30 days before the storage system is decommissioned or removed, and that the notification include both:
    - A report on the assessment of site contamination, which is likely to be a report on the preliminary site investigation; and
    - A remediation action plan
  - If a storage system is decommissioned, that the person responsible for the storage system either:
    - Submit a site report (preliminary site investigation report) to Council no later than 60 days after the system is decommissioned; or



- ii. Submit the site report and a validation report to Council if remediation of the site is required, and submit these 60 days after the completion of the remediation works
- c. If a storage system is to be modified and involves the removal or replacement of an underground petroleum storage tank, that the person responsible:
  - i. Not commission the modified underground petroleum storage system unless the reports prescribed by this clause are submitted to Council;
  - ii. Submit an updated fuel system operation plan to Council; and
  - iii. Prepare, in accordance with guidelines made by the NSW EPA, the reports prescribed by this clause.

**SITE AUDIT**

- 5.4.4.24 Specific circumstances that may trigger an independent review ('audit') of information pertaining to an assessment of site contamination (including reports thereon) include when Council either:
- a. Reasonably suspects that information provided by the applicant is incorrect or incomplete;
  - b. Needs to verify that information provided by the applicant adheres to appropriate standards, procedures and guidelines; or
  - c. Does not have the capacity to technically review reports on the assessment of site contamination.
- 5.4.4.25 A statutory site audit is required only when there is a requirement to demonstrate compliance with:
- a. A requirement under the CLM Act;
  - b. An approved voluntary management proposal; and
  - c. A requirement imposed by at least one of the following:
    - i. The CLM Act;
    - ii. The Resilience and Hazards SEPP; and/or
    - iii. The EP&A Act (that is, development consent or any other approval under this Act)
  - d. Any other requirement imposed by or under a relevant Act.
- 5.4.4.26 Independent review ('audit') can be undertaken by a consultant with the necessary competencies and qualifications.
- 5.4.4.27 A statutory site audit must be undertaken by a site auditor accredited under the relevant provisions of the CLM Act.
- 5.4.4.28 For statutory site audits (within the meaning of the CLM Act), Council must be provided:
- a. the site audit statement that outlines the conclusions of a site audit; and
  - b. the site audit report that summarises the information reviewed by the accredited site auditor.
- 5.4.4.29 Requirements of site auditors are prescribed in the relevant guidelines made by the NSW EPA on the site auditor scheme under the CLM Act.
- 5.4.4.30 Costs associated with an independent review or the site audit process are with the applicant.

**ENVIRONMENTAL MANAGEMENT PLAN**

- 5.4.4.31 An environmental management plan is required when either:

- a. Residual contamination on land requires ongoing management to manage the risk of harm to human health and the environment, especially when onsite containment of contamination is proposed or is in place; or
  - b. There are restrictions on the use of the land due to contamination.
- 5.4.4.32 An environmental management plan is to consider:
- a. Suitable management systems (active or passive);
  - b. Potential for intrusive works, including any works arising from the maintenance of service infrastructure or exempt and complying development works;
  - c. Ecologically sustainable development; and
  - d. Management of offsite contamination.
- 5.4.4.33 Council can, under Section 4.17 of the EP&A Act, include a condition of development consent that requires an applicant to prepare and submit to Council an environmental management plan.
- 5.4.4.34 An environmental management plan is to be prepared in accordance with the requirements prescribed by the NSW EPA Practice Note: Preparing Environmental Management Plans for Contaminated Land.
- 5.4.4.35 An environmental management plan is to be prepared by an appropriately qualified contaminated land consultant and can be reviewed by an accredited site auditor. Environmental management plans prepared to comply with the CLM Act must be prepared, or reviewed and approved by, a contaminated land consultant who is certified under a certification scheme recognised by the NSW EPA.
- 5.4.4.36 Notations indicating that land is subject to an environmental management plan are required in:
- a. Section 10.7(2) and 10.7(5) planning certificates under the EP&A Act; and
  - b. Covenants registered on a land title under Section 88B of the Conveyancing Act 1919.
- 5.4.4.37 Provisions of environmental management plans must be legally enforceable. Council can rely on Section 4.17 of the EP&A Act to include, as a condition of development consent, that an ongoing environmental management plan be prepared and may also consider orders under Section 124 of the Local Government Act 1993.

## **5.5. Maintaining Compliance with Development Consent**

### **CONTAMINATED LAND**

- 5.5.1 Council will monitor sites subject to an environmental management plan in accordance with any role or responsibility prescribed to it under that plan.
- 5.5.2 Council may monitor sites subject to remediation works to confirm that those works are undertaken in accordance with the site management provisions in Appendix 5.

### **UNDERGROUND PETROLEUM STORAGE SYSTEM**

- 5.5.3 Council authorised officers may inspect and monitor these sites to ensure that the operation of underground petroleum storage systems maintains compliance with development consent and does not present an increased risk of harm to human health or the environment through site contamination (for example, through leaks and spills). The following are excluded:
  - a. Sites with operational or abandoned underground petroleum storage systems licensed under Schedule 1 of the Protection of the Environment Operations Act 1997 (NSW) (POEO Act); and
  - b. Council-owned or managed sites with operational or abandoned underground petroleum storage systems for which the NSW EPA is the ARA.

- 5.5.4 The inspection and monitoring of underground petroleum storage systems will focus on:
- a. Retail fuel service stations;
  - b. Fuel depots; and
  - c. Multipurpose premises with retail fuel service (for example, general stores and post offices).
- 5.5.5 Council monitoring of these sites will be proportionate to the risk of harm posed by the underground petroleum storage system, which is to be determined by Council as a function of:
- a. The age of underground petroleum storage tanks;
  - b. Existence of an onsite fuel system operation plan;
  - c. Evidence of loss monitoring;
  - d. Evidence leak detection; and
  - e. Proximity to a sensitive receptor, which would also include both:
    - i. Irrigation channels for agricultural use; and
    - ii. The use of groundwater for potable water use.
- 5.5.6 Council may determine and/or amend the potential risk of harm for an individual underground petroleum storage system site using information obtained from any of the following:
- a. An annual inspection;
  - b. An inspection at a frequency commensurate with the risk of the site;
  - c. An assessment of responses provided to the Council's survey of underground petroleum storage system sites by the person responsible for the underground petroleum storage system, with the survey to be sent every 2 years;
  - d. A formal notification received by Council under Part 5.7 of the POEO Act in relation to a potential leak in the underground petroleum storage system;
  - e. Any other notification sent to Council regarding the operation or decommissioning of the underground petroleum storage system;
  - f. Notifications under Sections 91 and 96 of the POEO Act in relation to clean-up and prevention notices, respectively; and
  - g. The finding of an abandoned underground petroleum storage tank on public or private land.
- 5.5.7 Artefacts generated from Council's inspection and monitoring of underground petroleum storage systems are to be kept in Council's electronic document and records management system and linked to Council's contaminated land site register and/or to Council's database of underground petroleum storage systems.

## 5.6 DUTY TO NOTIFY

- 5.6.1 Where Council considers that contamination on a site triggers the duty to report contamination under clause 60 of the CLM Act, and it is not clear whether or not the polluter or site owner has reported the contamination, Council may notify the EPA.
- 5.6.2 Where the land is under Council management and/or control, or Council is the polluter of land, Council will notify the EPA in accordance with Clause 60 of the CLM Act.

**5.7 PUBLIC LAND**

- 5.7.1 Community or public land (or part thereof) under Council's control or management that is known to be contaminated will be managed so as to not increase the risk of harm to human health and the environment.<sup>4</sup>

**5.8 USE OF CONSULTANTS**

- 5.8.1 Contaminated land investigations will be undertaken by, and reports on these investigations are to be prepared, or reviewed and approved by, an appropriately qualified and certified consultant in accordance with relevant guidelines made by the NSW EPA.
- 5.8.2 The design and installation of underground petroleum storage systems will be undertaken by duly qualified persons within the meaning of the UPSS Regulation.

**6 ROLES AND RESPONSIBILITIES**

Position	Responsibility
CEO	To lead staff (either directly or through delegated authority) in their understanding of, and compliance with, this policy and related Procedures.
Directors, Managers and Supervisors	To communicate, implement and comply with this policy and related Procedures.
All Council Employees	To be aware of and ensure compliance with this Policy.

**7 EVALUATION AND REVIEW**

It is the responsibility of the Manager Development Services, to monitor the adequacy of this Policy and recommend appropriate changes.

This Policy will be formally reviewed every four (4) years or as needed, whichever comes first.

**8 NON-COMPLIANCE**

Non-compliance could result in a breach of the Code of Conduct Policy and/or disciplinary action.

**9 ASSOCIATED DOCUMENTS, DEFINITIONS & ACRONYMS**External:

- ▶ NSW DPIE - Local Planning Directions
- ▶ NSW EPA - National Environment Protection (Assessment of Site Contamination) Measure 1999 (as amended)
- ▶ Planning NSW - Guide to Complying Development (2022)
- ▶ NSW DPIE - Guide to Writing Conditions of Consent (2021)

<sup>4</sup> <https://www.epa.nsw.gov.au/your-environment/contaminated-land/managing-contaminated-land/procedures-for-land-managers>

- ▶ NSW EPA - Guidelines for Implementing the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 (2020)
- ▶ NSW EPA - Guidelines for the Vertical Mixing of Soil on Former Broad-Acre Agricultural Land (2003)
- ▶ NSW EPA - Noise Policy for Industry
- ▶ NSW EPA - Interim Construction Noise Guideline
- ▶ NSW DPIE - Liquid Trade Waste Management Guidelines (2021)
- ▶ NSW EPA - Managing Land Contamination: Planning Guidelines: SEPP55 – Remediation of Land (1998) (and its revised form, the Contaminated Land Planning Guidelines, when released)
- ▶ NSW E&CC - Managing Urban Stormwater: Soils and Construction (4th ed., LANDCOM, March 2004)
- ▶ NSW EPA - Waste Classification Guidelines (2014)
- ▶ NSW EPA - Statutory guidelines made or approved by the NSW EPA under the Contaminated Land Management Act 1997
- ▶ NSW EPA - Non-statutory guidance documents

#### Standards

- ▶ AS 1940-2017: Storage and Handling of Flammable and Combustible Liquids
- ▶ AS 4897-2008: The Design, Installation and Operation of Underground Petroleum Storage Systems
- ▶ AS 4976-2008: The Removal and Disposal of Underground Petroleum Storage Tanks.

#### Internal:

- ▶ MRC Policy - Asbestos Policy (POL-209)
- ▶ MRC Policy - Compliance Management Policy (POL-114)
- ▶ MRC Policy – Delegations of Authority (CEO to Employees) Policy (POL-107)
- ▶ MRC Plan - Engineering guidelines and technical specifications]
- ▶ MRC Procedure - Inspection and monitoring procedures]

#### Definitions:

Term	Definition
<b>LEGISLATION</b>	
Contaminated Land Management Act 1997 (CLM Act)	Establishes a process for the EPA to identify, investigate and (where appropriate) order the remediation of land if the EPA considers the land to be significantly contaminated.
Contaminated Land Planning Guidelines	Under Schedule 6 Section 3 of the EP&A Act, the Minister can notify the publication of planning guidelines related to contaminated land under the Resilience and Hazards SEPP for purposes of Schedule 6 Section 2 ('good faith' provisions) of the EP&A Act.
Environmental Planning and Assessment Act 1979 (EP&A Act)	The principal legislation of the NSW planning system that governs land-use planning and development control functions in NSW.
Protection of the Environment Operations Act 1997 (POEO Act)	Establishes a framework to protect, control and investigate pollution.

Protection of the Environment Operations (Underground Petroleum Storage System) Regulation 2019 (UPSS Regulation)	Establishes a framework for the design, installation, operation, maintenance and decommissioning of an underground petroleum storage system. Also designates Council as the 'appropriate regulatory authority' to administer the requirements of the UPSS Regulation.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 (Exempt and Complying Development Codes SEPP)	Establishes the rules and standards for exempt and complying development.
State Environmental Planning Policy (Resilience and Hazards) 2021 (Resilience and Hazards SEPP)	Outlines a planning framework for the remediation of contaminated land.  Formerly known as SEPP55 – Remediation of Land.
<b>PROCESSES</b>	
Category 1 remediation work	Remediation work that requires the consent of Council under the Resilience and Hazards SEPP.
Category 2 remediation work	Remediation work not requiring the consent of Council under the Resilience and Hazards SEPP.
Detailed site investigation	An investigation to define the extent and degree of contamination, to assess the potential risk posed by contaminants to health and the environment, and to obtain sufficient information for developing a remediation action plan if required.  Reporting requirements for a detailed site investigation are as outlined in the National Environmental Protection (Assessment of Site Contamination) Measure 1999 (amended 2013) and in relevant guidelines made by the EPA regarding reports to be prepared by contaminated land consultants.
Independent review	An evaluation by an independent expert, with the appropriate competencies and qualifications, of the work of a primary consultant for all types of contaminated sites.
Initial evaluation	A process undertaken by Council to consider the potential for land to be contaminated, and the impacts of that contamination on the suitability of the land for proposed uses, when determining development applications or when preparing environmental planning instruments.
Preliminary site investigation	An investigation to identify any past or present potentially contaminating activities; provide a preliminary assessment of site contamination; and, if required, provide a basis for a detailed investigation.  Reporting requirements for a preliminary site investigation are as outlined in the National Environmental Protection (Assessment of Site Contamination) Measure 1999 (amended 2013) and in relevant guidelines made by the EPA regarding reports to be prepared by



	contaminated land consultants.
Remediation	The remediation of contaminated land is the (i) preparation of an environmental management plan (if required); (ii) removal, dispersal, destruction, reduction, mitigation or containment of the land contamination; and (iii) elimination or reduction of any hazard arising from the land contamination (including by preventing the entry of persons or animals on the land).
Remediation action plan	A plan that sets out remediation goals and that documents the proposed process for remediating a site.  Reporting requirements for a remediation action plan are outlined in the relevant guidelines made by the EPA regarding reports to be prepared by contaminated land consultants.
Validation	The process of determining whether the objectives for remediation and any conditions of development consent have been achieved.  A report on the validation is to detail the site work undertaken and demonstrate compliance with the remedial action plan for the site, and compliance with the contaminated land planning guidelines and all other applicable regulatory requirements. Reporting requirements for validation are elaborated in the relevant guidelines made by the EPA regarding reports to be prepared by contaminated land consultants.
<b>TERMS</b>	
Authorised officer	Authorised officers have regulatory powers and functions under environment protection legislation, as prescribed in Council's delegations of authority.
Complying development certificate	A certificate indicating approval for straightforward residential, commercial and industrial development, generally for building works larger than exempt development.
Contaminated land	Contaminated land is typically land that have been used for industrial or agricultural activities, or individual sites that store chemicals, such as service stations and dry cleaners  Also see - Appendix 2
Contamination	The presence in or under the land of a substance above the concentration at which the substance is normally present in or under that land at the same locality, being a presence that poses a risk of harm to human health or any other aspect of the environment (Section 5 of the CLM Act).  Also see – 'pollution incident'
Development control plan	Provides detailed planning and design guidelines to support the planning controls in the local environmental plan developed by Council.
Environmental management	An environmental management plan for contaminated land

plan	documents the mitigation measures and/or monitoring requirements where full clean-up of a site is not feasible or where the onsite containment of contamination is proposed.
EPA guidelines	Guidelines made or approved by the EPA in relation to managing site contamination.
Investigation area	Land declared to be an investigation area by a declaration in force under Part 3 Division 2 of the CLM Act.
Local environment plan	A plan that guides planning decisions for Council through zoning and development controls. Amendments to the local environment plan are through planning proposals.
Newbury test	The Newbury test states that a condition of consent must be imposed for a planning purpose (not an ulterior one); must fairly and reasonably relate to the development that is the subject of the development application; and must not be so unreasonable that no planning authority would have imposed it.
Planning proposal	Council may draft a planning proposal to amend a local environment plan and submit it to the department for Gateway determination.
Pollution incident	An incident or set of circumstances during or as a consequence of which there is or is likely to be a leak, spill or other escape or deposit of a substance, as a result of which pollution has occurred, is occurring or is likely to occur. It includes an incident or set of circumstances in which a substance has been placed or disposed of on premises.  Also see – 'contamination'
Section 10 planning certificates	Formerly Section 149 planning certificates.  Section 10 planning certificates provides information regarding the development potential of a parcel of land. There are two types of planning certificates – Section 10.7(2) and Section 10.7(5).  These certificates show the zoning of the property, its relevant state, regional and local planning controls and other property constraints such as land contamination, level of flooding and bushfire prone land.  Section 10.7(5) certificates also include advice from 'other authorities' and certain information that Council holds on a property that is relevant to the land but is not disclosed in a Section 10.7(2) certificate.
Sensitive receptor	Receiving environment or sensitive receiver. This is either a use of land for residential, educational, recreational or childcare purposes, or for the purposes of a hospital, or land identified as sensitive environmental land.

**10 DOCUMENT CONTROL**

Version No.	Details	Dates	CM9 Reference	Resolution No.
1	Initial Issue – based on the REROC document	27 June 2017 to 26 Sept 2023	VF/27/102821	210617
2	Updated to reflect the Model Contaminated Land Policy prepared by RAMJO, REROC, FNWJO and Dubbo Regional Council – 23 June 2023	26 Sept 2023 to today	VF/27/102821	TBA

Council reserves the right to review, vary or revoke this policy at any time  
 This Policy is scheduled for review in before 2027

**NOTE:**

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**APPENDIX 1 – BEST PRACTICE RESOURCES ON MANAGING CONTAMINATED LAND**

The resources listed in Table A1.1 below are based on Managing Land Contamination: Planning Guidelines: SEPP55 – Remediation of Land (SEPP55 Guidelines), guidelines made or approved by the EPA and on resources developed by the EPA and other NSW Councils. They have been updated, where applicable, to reflect changes in the regulatory landscape.

The resources are also provided for processes ancillary to managing contaminated land, including underground petroleum storage systems, onsite and offsite management of contaminants (including waste material) in soil, and the selection of consultants, among other processes.

A draft revision of the SEPP55 Guidelines (that is, the Contaminated Land Planning Guidelines) was released by the NSW Department of Planning and Environment in 2018 but has yet to be finalised at the time of finalising the model policy. As already noted, the Contaminated Land Framework includes (where appropriate) elements of the draft guidelines.

**Table A1.1:** Best practice resources available to Council on managing contaminated land and underground petroleum storage systems

Resource	Author	Description
Assessment of Site Contamination Reports	RAMJO-REROC, Ballina and Bathurst CRCB projects	A resource to assist Council to ascertain the completeness of the report and to assist in the interpretation and use of its content. Also includes checklists to provide Council with a degree of confidence and certainty on the report.
Managing Offsite Transport of Soil	Ballina, RAMJO-REROC and FNWJO CRCB projects	A resource outlining best practices in the offsite management of soil, including soil that includes waste materials generated during remediation, for offsite processing.
Managing Asbestos in Development Control Processes	FNWJO CRCB project	A resource for Council on managing asbestos in its operations. It is complementary to the Council <i>Asbestos Management Policy</i> .
A Guide to Selecting a Consultant	RAMJO-REROC and Ballina CRCB projects	An important resource for Council to identify the required competencies and qualifications of consultants for specific stages of the assessment of site contamination, in the design and installation of underground petroleum storage systems, and in managing asbestos.
A Guide to Retail Service Station Owners on Managing UPSS Systems	NSW EPA (updated by RAMJO-REROC and FNWJO CRCB projects)	A quick reference guide on the obligations of owners, operators and site managers of UPSS infrastructure. This guide is a retired NSW EPA resource that has since been updated by RAMJO and its collaborators.
Council ARA Responsibilities and UPSS	RAMJO-REROC CRCB project	A quick reference guide for Council on their responsibilities as the ARA regarding UPSS infrastructure.
Decommissioning an Underground Petroleum Storage Tank or System	NSW EPA	A fact sheet for Council on the process to decommission an underground petroleum storage system.

Statutory guidelines made or approved by the EPA	NSW EPA	The NSW EPA has made or approved a range of statutory guidelines dealing with different types of contamination. These guidelines are to be considered by accredited site auditors, contaminated land consultants, and those with a duty to report contamination to the NSW EPA.
Non-statutory guidelines made or approved by the EPA	NSW EPA	The NSW EPA has made or approved a range of non-statutory guidance documents dealing with different types of contamination. These guidance documents are to be considered by accredited site auditors, contaminated land consultants, and those with a duty to report to the EPA.

Note: RAMJO = Riverina and Murray Joint Organisation; REROC = Riverina Eastern Regional Organisation of Councils; CRCB = Council Regional Capacity Building; FNWJO = Far North West Joint Organisation.

**APPENDIX 2 – POTENTIAL LAND USES & ACTIVITIES THAT MAY CAUSE SITE CONTAMINATION**

Information provided in this appendix is taken from the Department of Planning and Environment's draft Contaminated Land Planning Guidelines. This information relates to activities that may cause contamination, as well as industries and associated chemicals that may cause contamination. The coverage of activities, industries and associated chemicals are largely the same when compared to the corresponding table in the SEPP55 Guidelines. Differences are presented in [blue text](#).

The information in these tables is to be used as a guide by Council in an initial evaluation of the potential for site contamination. However, a conclusive find as to whether land is 'contaminated' or 'not contaminated' can only be determined after a preliminary site investigation or a detailed site investigation.

**Table A2.1:** Activities that may cause site contamination

Acid and alkali plant and formulation	Iron and steel work
Agricultural and horticultural activities	Landfill sites
Airports	Metal treatment
Asbestos production and disposal	Mining and extractive industries
Battery manufacture and recycling	Oil production and storage
Breweries and distilleries	Paint formulation and manufacture
Chemical manufacture and formulation	Pesticide manufacture, formulation and use
<a href="#">Council depots</a>	Power stations
Defence works	Printing shops
Drum reconditioning works	Railway yards
Dry-cleaning	<a href="#">Research institutions (laboratories)</a>
Electrical manufacturing (transformers, capacitors)	Scrap yards
Electroplating and heat treatment premises	Service stations and fuel storage facilities (depots)
Engine works	Sheep and cattle dips
Explosives industry	Smelting and refining
<a href="#">Firefighting training and the use of firefighting foams</a>	Tanning and associated trades
Foundries	<a href="#">Waste processing, storage and treatment</a>
Fuel storage	Water and sewerage treatment plants
Gas works	Wood preservation
<a href="#">Hospitals</a>	

Source: Table 1 in Appendix 1 of the Department of Planning and Environment's draft Contaminated Land Planning Guidelines. The use of italics indicates an activity not identified in these guidelines but is known to cause site contamination.



**Table A2.2:** Industries and associated chemicals that may cause contamination

Industry or activity	Main chemical group	Associated chemicals
Agricultural and horticultural activities		See – ‘chemical manufacture and use’ (‘fertiliser’, ‘fungicides’, ‘herbicides’ and ‘pesticides’).
Airports	Hydrocarbons	Aviation fuels (total petroleum hydrocarbons, kerosene), PFAS
	Metals	Particularly lead, aluminium, magnesium, chromium, chlorinated solvents
Asbestos production and disposal	Asbestos	Asbestos (bonded and fibrous). Be aware of assessments in areas of naturally occurring asbestos. <sup>1</sup>
Battery manufacture and recycling	Acids	Sulfuric acid
	Metals	Lead, manganese, zinc, cadmium, nickel, cobalt, mercury, silver, antimony
Breweries and distilleries	Alcohol	Ethanol, methanol, esters
Chemical manufacture and use	Acid and alkali	Mercury; chlorine (chloralkali process); sulfuric, hydrochloric and nitric acids; sodium and calcium hydroxides
	Adhesives and resins	Polyvinyl acetate, phenols, formaldehyde, acrylates, phthalates
	Drum reconditioning works	Chemicals, paints, resins, tars, adhesives, oils, fuels, solvents, drum residues
	Dyes	Chromium, titanium, cobalt, sulfur organic compounds, nitrogen organic compounds, sulfates, solvents
	Explosives	Acetone, nitric acid, ammonium nitrate, pentachlorophenol, ammonia, sulfuric acid, nitroglycerine, calcium cyanamide, lead, ethylene glycol, methanol, copper, aluminium, bis(2-ethylhexyl) adipate, dibutyl phthalate, sodium hydroxide, mercury, silver
	Fertiliser	Calcium phosphate, calcium sulfate, nitrates, ammonium sulfate, carbonates, potassium, copper, magnesium, molybdenum, boron, cadmium, arsenic
	Flocculants	Aluminium
	Foam production	Urethane, formaldehyde, styrene
	Fungicides	Carbamates, copper sulfate, copper chloride, sulfur, chromium, zinc

## CONTAMINATED LAND POLICY

POL-403.V#2

Industry or activity	Main chemical group	Associated chemicals
	Herbicides	Ammonium thiocyanate, carbamates, organochlorines, organophosphates, arsenic, mercury, triazines
	Paints	<u>Heavy metals</u> – arsenic, barium, cadmium, chromium, cobalt, lead, manganese, mercury, selenium, zinc, titanium <u>Solvents</u> – toluene oils, either natural (for example, pine oil) or synthetic, hydrocarbon
	Pesticides	<u>Active ingredients</u> – arsenic, lead, organochlorines, organophosphates, sodium tetraborate, carbamates, sulfur, synthetic pyrethroids <u>Solvents</u> – xylenes, kerosene, methyl isobutyl ketone, amyl acetate, a wide range of chlorinated solvents
	Pharmaceutical	<u>Solvents</u> – acetone, cyclohexane, methylene chloride, ethyl acetate, butyl acetate, methanol, ethanol, isopropanol, butanol, pyridine methyl ethyl ketone, methyl isobutyl ketone, tetrahydrofuran
	Photography	Hydroquinone, sodium carbonate, sodium sulfite, potassium bromide, monomethyl para-aminophenol sulfate, ferricyanide, chromium, silver, thiocyanate, ammonium compounds, sulfur compounds, phosphate, phenylene diamine, ethyl alcohol, thiosulfates, formaldehyde
	Plastics	Sulfates, carbonates, cadmium, solvents, acrylates, phthalates, styrene
	Rubber	Carbon black
	Soaps, detergents	<u>General</u> – potassium compounds, phosphates, ammonia, alcohols, esters, sodium hydroxide, surfactants (sodium lauryl sulfate), silicate compounds <u>Acids</u> – sulfuric acid and stearic acid <u>Oils</u> – palm, coconut, pine, tea tree
	Solvents	<u>General</u> – ammonia <u>Hydrocarbons</u> – for example, BTEX <u>Chlorinated organics</u> – for example, tetrachloroethene (perchloroethylene) trichloroethene, trichloroethane, dichloroethane, carbon tetrachloride, methylene chloride
Council depots		Hydrocarbons, PAH, asbestos, heavy metals, pesticides, herbicides, PFAS
Defence works		Hydrocarbons, PFAS, asbestos See also – ‘chemical manufacture and use’ (‘explosives’), ‘foundries’, ‘engine works’, ‘service stations and fuel storage facilities (depots)’

Industry or activity	Main chemical group	Associated chemicals
Dry-cleaning	Chlorinated solvents	Tetrachloroethene (perchloroethylene), trichloroethylene, 1,1,1-trichloroethane, carbon tetrachloride, white spirit (mixed hydrocarbons)
Electrical manufacturing	Solvents, metals	PCBs (transformers and capacitors), solvents, tin, lead, copper, mercury
Engine works	Hydrocarbons, metals, solvents, acids, alkalis, refrigerants	<u>Refrigerants</u> – chlorofluorocarbons, hydrochlorofluorocarbons, hydrofluorocarbons
	Antifreeze	Particularly aluminium, manganese, iron, copper, nickel, chromium, zinc, cadmium, lead, and oxides, chlorides, fluorides and sulfates of these metals
Foundries	Metals	Particularly aluminium, manganese, iron, copper, nickel, chromium zinc, cadmium, lead, and oxides, chlorides, fluorides and sulfates of these metals
Firefighting training and the use of firefighting foam	PFAS	Hydrocarbons, solvents, chlorinated solvents, inorganics
Gas works	Inorganics	Asbestos, ammonia, cyanide, nitrate, sulfide, thiocyanate, aluminium, antimony, arsenic, barium, cadmium, chromium, copper, iron, lead, manganese, mercury, nickel, selenium, silver, vanadium, zinc
	Organics	BTEX, phenolics, PAHs and coke
Hospitals	Waste	Asbestos, various
	Radioactive material	Diagnostic and therapeutic isotopes
Iron and steel work	Organics, metals	BTEX; phenolics; PAHs; metals and oxides of iron, nickel, copper, chromium, magnesium, manganese and graphite
Landfill sites	Gases, metals, organics	Methane, carbon dioxide, ammonia, sulfides, heavy metals, organic acids, hydrocarbons, asbestos
Marinas	Antifouling paints	Copper, tributyltin See also – ‘engine works’, ‘metal treatments’ (‘electroplating’ metals)
Metal treatment	Electroplating	<u>Metals</u> – nickel, chromium, zinc, aluminium, copper, lead, cadmium, tin <u>Acids</u> – sulfuric, hydrochloric, nitric and phosphoric acids <u>General</u> – sodium hydroxide, 1,1,1-trichloroethane, tetrachloroethylene, toluene, ethylene glycol, cyanide compounds

Industry or activity	Main chemical group	Associated chemicals
	Liquid carburising baths	Sodium, cyanide, barium, chloride, potassium chloride, sodium chloride, sodium carbonate, sodium cyanate
Mining and extractive industries		<p>Arsenic, mercury and cyanides. See also – ‘chemical manufacture and use’ (‘explosives’).</p> <p>Aluminium, arsenic, copper, chromium, cobalt, lead, manganese, nickel, selenium, zinc and radio radionuclides.</p> <p>The list of heavy metals should be decided according to the composition of the deposit and known impurities. Consideration should be given to chemicals associated with any mineral processing that also occurred on the mine site.</p> <p>PFAS chemicals associated with firefighting equipment to protect mining infrastructure</p>
Oil production and storage		See – ‘service stations and fuel storage facilities (depots)’
Paint formulation and manufacture		See – ‘chemical manufacture and use’ (‘paints’)
Pesticide manufacture, formulation and use		See – ‘chemical manufacture and use’ (‘pesticides’)
Power stations		Asbestos, PCBs, fly ash metals, water treatment chemicals
Printing shops		<p>Acids, alkalis, solvents, chromium, trichloroethene, methyl ethyl ketone</p> <p>See also – ‘chemical manufacture and use’ (‘photography’)</p>
Railway yards		Hydrocarbons, asbestos, arsenic, phenolics (creosote), heavy metals, nitrates, ammonia
Research Institutions (laboratories)		Various, depending on the nature of work being carried out. A case-specific evaluation is required.
Scrap yards		Hydrocarbons, metals, solvents, asbestos
Service stations and fuel storage facilities (depots)	Petroleum hydrocarbons, PAHs and lead	Aromatic hydrocarbons, BTEX, naphthalene, PAHs, phenols, lead
Sheep and cattle dips		Arsenic, organochlorines, organophosphates, carbamates, synthetic pyrethroids
Smelting and refining		Metals, fluorides, chlorides and oxides of copper, tin, silver, selenium lead, and aluminium

Industry or activity	Main chemical group	Associated chemicals
Tanning and associated trades	Various	<u>Metals</u> – chromium, manganese, aluminium <u>General</u> – ammonium sulfate, ammonia, ammonium nitrate, arsenic phenolics, formaldehyde, sulfide, tannic acid
Water and sewerage treatment plants	Metals and chemicals used in water treatment and wastewater and biosolids treatment	Aluminium, arsenic, cadmium, chromium, cobalt, lead, nickel, fluoride, lime, zinc
Waste processing, storage and treatment	Fire retardants, plastics	Polybrominated diphenyl ethers, PFAS, plasticisers
Wood preservation	Metals	Chromium, copper, arsenic, naphthalene, ammonia, pentachlorophenol, dibenzofuran, anthracene, biphenyl, ammonium sulfate, quinoline, boron, creosote, organochlorine pesticides

Note: PFAS = per- and polyfluoroalkyl substances; BTEX = benzene, toluene, ethylbenzene, xylene; PAH = polycyclic aromatic hydrocarbons; PCB = polychlorinated biphenyl.

Source: Table 2 in Appendix 1 of the Department of Planning and Environment's draft Contaminated Land Planning Guidelines. The use of italics indicates an activity not identified in these guidelines but is known to cause site contamination.

1

<https://trade.maps.arcgis.com/apps/PublicInformation/index.html?appid=87434b6ec7dd4aba8cb664d8e646fb06>

**APPENDIX 3 – ARTEFACTS GENERATED IN THE PROCESS OF MANAGING CONTAMINATED LAND**

Table A3.1 lists artefacts either prepared by or for Council in a process to consider and assess site contamination. These artefacts should be retained in Council's electronic document and records management system and also linked to the respective record in Council's contaminated land site register. These artefacts can also be provided with Section 10.7 planning certificates under the EP&AA Act.

**Table A3.1:** Artefacts generated in a process to assess site contamination

Process	Artefact	Prepared by	Description
Initial evaluation	Checklist	Council	To guide Council's consideration of the potential for site contamination.
Preliminary site investigation	Report on the preliminary site investigation	Consultant	Reports the possibility of potential contamination based on historical land use. It includes the development of the conceptual site model.
	Checklist	Council	Confirms whether the requirements of the investigation have been met.
Detailed site investigation	Report on the detailed site investigation	Consultant	Defines the extent and degree of contamination and assesses potential risks posed to health and the environment by contaminants. The investigation is also used to obtain sufficient information for the development of a remediation action plan if required.
	Checklist	Council	Confirms whether the requirements of the investigation have been met.
Remediation	Remediation action plan	Consultant	A plan that sets out remediation objectives and documents the proposed remediation process.
	Validation report	Consultant	Reports on whether the objectives for remediation and any conditions of development consent have been achieved.
Site audit	Site audit report	Consultant	A summary of information reviewed by the accredited site auditor.
	Site audit statement	Consultant	An outline of the conclusions of a site audit.
Environmental management plan		Consultant	Outlines the mitigation measures and/or monitoring requirements where the full clean-up of a site is not feasible or where onsite containment of contamination has been proposed.



Table A3.2 lists key artefacts generated in a process to regulate contaminated land and underground petroleum storage systems.

These artefacts should be retained in Council's electronic document and records management system, and also linked to the respective record in Council's contaminated land site register.

These artefacts may also be included on Section 10.7 planning certificates under the EP&A Act.

**Table A3.2:** Artefacts generated in a process to regulate contaminated land and underground petroleum storage systems

Process	Artefact	Prepared by
EPA notices and orders under the <u>CLM Act</u>	Preliminary investigation order	EPA
	Significant contaminated land notice	EPA
	Management order	EPA
	Voluntary management proposal	Landowner, or person managing an activity that caused the site contamination
	Environmental management plan	EPA/landowner
	Revocation of orders under the <u>CLM Act</u>	EPA
Pollution prevention	Waste classification report	Person responsible for remediation
	UPSS inspection form	Council
	Contaminated land investigation form	Council
	<u>POEO Act</u> Section 91 clean-up notice	Council/EPA
	<u>POEO Act</u> Section 96 prevention notice	Council/EPA
	Leak notification under the <u>POEO Act</u> Part 5.7	Council / UPSS operator
	Fuel system operation plan	Council / UPSS operator
	Loss monitoring reports	Council / UPSS operator
	Leak detection reports	Council / UPSS operator
Decommissioning of a UPSS (Category 2 remediation works)	Development application	
	Notifications (leak notification)	UPSS owner
	Validation report	Consultant
Information management	<u>POEO Act</u> Section 192 and 193 requests for information	Council
	Survey of UPSS operators	Council
Compliance	Penalty infringement notices	Council

Note: UPSS = underground petroleum storage system.

#### APPENDIX 4 – ANNOTATIONS FOR SECTION 10.7 PLANNING CERTIFICATES ON CONTAMINATED LAND

Council is required to include contaminated land information on Section 10.7 planning certificates. This requirement is anchored in:

The EP&A Act

- ▶ Section 10.7(2), as elaborated by the Environmental Planning and Assessment Regulation 2021
- ▶ Section 10.7(5), in relation to advice on other matters affecting the land
- ▶ Section 10.7(6), in relation to furnishing of contaminated land information in good faith with Schedule 6 of the EP&A Act

Section 10(1) in schedule 2 of the Environmental Planning and Assessment Regulation 2021 in relation to whether an adopted Council policy restricts the development of land because of site contamination.

the CLM Act

- ▶ Section 10(1)(a)–(b), in relation to preliminary investigation orders issued by the EPA for the land
- ▶ Section 44, in relation to the EPA's repeal or revoking of orders and notices issued under Section 10 of the CLM Act
- ▶ Section 59(2), in relation to matters that are to be included in Section 10.7 planning certificates.

The information required to be included on a planning certificate is outlined in Table A4.1. Council must note that information prescribed under Section 59(2) of the CLM Act pertains to land that 'is' subject – not 'was' subject – to the prescribed regulatory processes. However, Council can elect to include this historical information on planning certificates in accordance with its Contaminated Land Policy.

**Table A4.1:** Contaminated land information required on Section 10.7 planning certificates

Planning certificate	Contaminated land information
Section 10.7(2)	A statement that Council has adopted a policy to restrict the development of land because of the actual or potential likelihood of that land being contaminated. See Table A4.2 for annotations that Council can use.
	At the date of issue of the planning certificate, a statement that the land to which the planning certificate relates is: <ul style="list-style-type: none"> <li>▶ significantly contaminated land within the meaning of the <u>CLM Act</u>, including whether only part or all of the land is significantly contaminated</li> <li>▶ subject to a management order under the <u>CLM Act</u></li> <li>▶ the subject of an approved voluntary management proposal under the <u>CLM Act</u></li> <li>▶ subject to an ongoing maintenance order under the <u>CLM Act</u></li> <li>▶ the subject of a site audit statement under the <u>CLM Act</u>.</li> </ul>
	Council may elect to include information on the potential of site contamination because the historical use of that land is known or reasonably suspected by Council to be an activity identified in Appendix 2. See Table A4.2 for annotations that Council can use.
Section 10.7(5)	Information provided on Section 10.7(2) planning certificates and additional information Council may elect to disclose pertaining to the actual or potential contamination of the land. See Table A4.2 for annotations that Council can use.

**Table A4.2:** Annotations for additional information on Section 10.7 planning certificates for land that is or may be contaminated

Situation	Annotation
<p>Council has identified that the land:</p> <ul style="list-style-type: none"> <li>▶ has a previous land-use history that could have involved the use of contaminants on the site (for example, the land may have been used for an activity listed in Appendix 2)</li> <li>▶ is known to be contaminated but has not been remediated.</li> </ul>	<p>'Council has adopted by resolution a policy on contaminated land that may restrict the development of the land. This policy is implemented when zoning or land-use changes are proposed on lands that have previously been used for certain purposes. Consideration of Council's adopted policy and the application of provisions under relevant State legislation is warranted.'</p>
<p>Council has identified that the land is known to contain contaminants but that it has been remediated for a particular use or range of uses, and some contamination remains on the site (for example, encapsulated).</p>	<p>'Council has adopted by resolution a policy on contaminated land that may restrict the development of the land. This policy is implemented when zoning or land-use changes are proposed on lands that are considered to be contaminated or on lands that have been remediated for a specific use. Consideration of Council's adopted policy and the application of provisions under relevant State legislation is warranted.'</p>
<p>Council records do not contain a clear site history without significant gaps in information, and Council cannot determine whether the land is contaminated and, therefore, the extent to which Council's policy should apply.</p>	<p>'Council has adopted by resolution a policy on contaminated land that may restrict the development of the land. This policy is implemented when zoning or land-use changes are proposed on lands that have previously been used for certain purposes. Council records do not have sufficient information about the previous use of this land to determine whether the land is contaminated. Consideration of Council's adopted policy and the application or provisions under relevant state legislation is warranted.'</p>

Note: The information in this table applies where Council has adopted a policy to restrict the development of land because of the actual or potential likelihood of that land being contaminated.

### APPENDIX 5 – SITE MANAGEMENT PROVISIONS FOR REMEDIATION WORKS

Council can impose site management provisions for proposed remediation works. Council will request that these provisions be included in a remediation action plan that is to be lodged to Council prior to commencing these works. Council will require remediation works to be carried out in accordance with the remediation action plan.

The site management provisions listed in Table A5.1 are taken from the Resilience and Hazards SEPP and amended to reflect best practice site management, as included in the draft Contaminated Land Planning Guidelines and in other Council contaminated land policies.

Remediation work must comply with the requirements of the:

- ▶ CLM Act
- ▶ Contaminated Land Planning Guidelines
- ▶ Resilience and Hazards SEPP
- ▶ POEO Act.

Council will also require the validation report to be lodged with Council within 60 days of the completion of remediation works and, where applicable, prior to the issuance of a subdivision or construction certificate.

**Table A5.1:** Site management provisions to be included in a remediation action plan

Parameter	Provision to be included in a remediation action plan
Air quality	<p>Emissions of dust, odour and fumes from a remediation site are to be appropriately controlled and in accordance with relevant regulations and guidelines made or approved by the EPA.</p> <p>These may include but are not limited to:</p> <ul style="list-style-type: none"> <li>▶ ensuring no onsite burning of material</li> <li>▶ maintaining equipment in a functional manner to minimise exhaust emissions</li> <li>▶ covering vehicles transporting soil (including contaminated soil) and/or infill onsite or offsite</li> <li>▶ establishing dust suppression and control measures to minimise windborne emissions of dust, having regard to site-specific wind conditions</li> <li>▶ monitoring and managing odours, including the use of a hydrocarbon mitigating agent on the impacted areas and materials</li> <li>▶ covering stockpiles of contaminated soil that remain onsite for more than 24 hours (see 'stockpiles' for additional provisions)</li> <li>▶ regularly monitoring air quality throughout remediation work.</li> </ul>
Bunding	<p>Any areas used for remediation or the stockpiling of construction materials or contaminated soils shall be controlled to contain surface water run-off and run-on and be designed and constructed so as to prevent the leaching of contaminants into the subsurface or groundwater.</p> <p>Locate stockpiles and construction materials away from drainage lines and provide bunding of disturbed areas and excavations to prevent run-off to waterways or stormwater where necessary.</p> <p>All surface water discharges from the banded areas to Council's stormwater system shall not contain detectable levels of the contaminants of concern and must comply with the relevant EPA and ANZECC standards for water quality.</p> <p>Any discharge must satisfy the provisions of the <u>POEO Act</u>.</p>

Parameter	Provision to be included in a remediation action plan
Capping or containment of contaminated soil	<p>Capping of contaminated soil should occur only after alternative remediation works have been investigated, particularly in urban zoning or areas identified as future growth in Council's local environment plan or development control plan.</p> <p>Contaminated soil is only permitted to be capped if it does not prevent any permitted use of the land and if it can be demonstrated that there will be no ongoing impacts on human or environmental health.</p> <p>Capping of contaminated soil that exceeds zoning permissible levels is classified as Category 1 remediation work and may only be permitted with development consent.</p> <p>The soil investigation levels for urban redevelopment in NSW are contained in <u>National Environment Protection (Assessment of Site Contamination) Measure 1999</u> (as amended).</p> <p>Where the proposed remediation involves the onsite containment of contaminated material, the need for a continuing monitoring program should be assessed by both the 's consultants and Council. To ensure that future owners of the site are aware of the contaminated material and any ongoing maintenance and monitoring, Council may impose a consent condition on any subsequent development application for the subject site, requiring a covenant to be registered on the title of the land that gives notice of the existence of onsite containment of the contaminated soil. The covenant may also bind the owners or any future owners to the responsibility of ongoing monitoring and maintenance (as described in an environmental management plan) and any future remediation works required.</p> <p>Records of any maintenance undertaken on the site shall be kept for future reference and provided to Council annually.</p> <p>The cost of preparing the covenant is borne by the applicant.</p>
Consultants	<p>Ensure consultants (or contractors) undertaking the remediation works have the required competencies and qualifications.</p> <p>Remediation work requiring validation by a site auditor (that is, a statutory site audit) must use a site auditor accredited under Part 4 of the <u>CLM Act</u>.</p> <p>Validation of remediation work that is not a statutory site audit is to be undertaken by a consultant with the necessary competencies and qualifications.</p>
Consultation	<p>Written notification to adjoining owners and occupants is to occur at least two days prior to commencing remediation works.</p> <p>This notification is to include:</p> <ul style="list-style-type: none"> <li>▶ the estimated length of remediation work</li> <li>▶ the hours of remediation work</li> <li>▶ the contact details of the site manager.</li> </ul> <p>Signage visible from the road and adjacent to site access is to display the site manager and remediation contractor contact details for the duration of the works.</p>

Parameter	Provision to be included in a remediation action plan
Decommissioning of underground petroleum storage systems	<p>The removal of all UPSSs is to be undertaken in accordance with the:</p> <ul style="list-style-type: none"> <li>▶ <u>UPSS Regulations</u></li> <li>▶ SafeWork NSW requirements</li> <li>▶ <u>Australian Standard AS 4976-2008: The Removal and Disposal of Underground Petroleum Storage Tanks.</u></li> </ul> <p>Decommissioning of an underground petroleum storage tank or system must be undertaken by a duly qualified person who holds a demolition licence from SafeWork NSW and is competent and experienced in the task.</p> <p>Following the removal of an underground petroleum storage tank or system, the site area, which includes bowser lines and fuel lines, shall be assessed, remediated if need be and validated in accordance with the requirements above and with guidelines made or approved by the NSW EPA.</p> <p>All documents must be submitted to Council, including (but not limited to) a validation report (or tank pit validation) prepared in accordance with relevant guidelines made or approved by the EPA.</p>
Erosion and sediment control	<p>An ESCP shall be prepared and submitted to Council for approval prior to commencing remediation works.</p> <p>The ESCP shall be developed with regard to the requirements detailed in Council's <u>Soil and Water Management Policy and Council's Engineering Guidelines and Technical Specifications</u> and must include leachate collection and disposal.</p> <p>Sediment control structures shall be provided to prevent sediment from entering drainage systems, particularly where surfaces are exposed or where soil is stockpiled.</p> <p><b>All erosion and sediment control measures must be maintained in a functional condition throughout the remediation works.</b></p> <p><b>Vehicles are to be cleaned prior to leaving the site.</b></p> <p><b><i>Also see – 'soil and water management' for related provisions.</i></b></p>
Hazardous material	<p>Hazardous and industrial wastes arising from the remediation work shall be removed and disposed of in accordance with the requirements of the NSW EPA and SafeWork NSW, together with the:</p> <ul style="list-style-type: none"> <li>▶ <u>Workplace Health and Safety Act 2011</u></li> <li>▶ <u>Workplace Health and Safety Regulation 2017</u></li> <li>▶ <u>CLM Act</u> and subordinate regulations</li> <li>▶ <u>Environmentally Hazardous Chemicals Act 1985 and subordinate regulations.</u></li> </ul> <p>Under the <u>POEO Act</u>, the transportation of Schedule 1 hazardous waste is a scheduled activity and thereby required by the EPA to be carried out by a transporter licensed by the NSW EPA.</p> <p><i>Also see – 'waste' for additional related site management provisions.</i></p>
Health and safety	<p>All works associated with remediation works must comply with workplace health and safety legislation and other applicable SafeWork NSW requirements.</p> <p>This requires:</p> <ul style="list-style-type: none"> <li>▶ the preparation of a health and safety plan</li> <li>▶ site fencing, public safety warning signs and security surveillance (where applicable) to be established for the remediation site.</li> </ul>



Parameter	Provision to be included in a remediation action plan
Hours of work	<p>All remediation work (including the delivery and removal of materials or equipment) shall be limited to the following hours of work (unless through an alternative mutual agreement in writing with Council):</p> <p>Monday to Saturday – 7.00 am to 5.00 pm</p> <p>Sunday and Public Holidays – no remediation work is permitted</p> <p>Note: The hours of work listed above are in accordance with the <u>Exempt and Complying Development Codes SEPP</u>.</p>
Importation of infill	<p>All fill imported to the site shall be validated as virgin excavated natural material as defined in the <i>POEO Act</i> to ensure that it is:</p> <ul style="list-style-type: none"> <li>▶ suitable for the proposed land use from a contamination perspective</li> <li>▶ compatible with the existing soil characteristics for site drainage purposes.</li> </ul> <p>Council may, in certain instances, require the details of the appropriate validation of imported fill material to be submitted with any application for the future development of the site. Hence, all fill imported onto a site is to be validated by one or both of the following methods during remediation works:</p> <ul style="list-style-type: none"> <li>▶ Imported fill should be accompanied by documentation from the supplier that certifies that the material is not contaminated, based upon analyses of the material or the known past history of the site where the material is obtained.</li> <li>▶ Sampling and analysis of the fill material should be conducted in accordance with the NSW EPA <i>Sampling Design Guidelines</i> to ensure that the material is not contaminated.</li> </ul> <p>Fill should be imported and exported in accordance with the provision of a virgin excavated natural material exemption or an NSW resource recovery order and exemption.</p> <p>Fill is permitted for use provided that it:</p> <ul style="list-style-type: none"> <li>▶ is not itself contaminated, particularly with waste material (including asbestos)</li> <li>▶ is weed and pest free</li> <li>▶ is compatible with the existing soil characteristics so as not to adversely affect site drainage.</li> </ul>
Landscaping and rehabilitation	<p>The remediation work site must be stabilised to ensure that no offsite impacts occur on the site after completion. This requires:</p> <ul style="list-style-type: none"> <li>▶ the preparation of a landscaping plan</li> <li>▶ landscaping of the site in accordance with the landscape plan</li> <li>▶ the progressive stabilisation and revegetation of disturbed areas in accordance with the landscape plan.</li> </ul> <p>There shall be no removal or disturbance to trees or native understorey without prior written consent obtained through Council's tree preservation order process. All trees that will be retained on the site must be suitably protected from damage during remediation works. This includes the provision of protective fencing to protect the root zone of these trees. The fencing must extend, at a minimum, to the drip line of each tree.</p> <p>No stockpiling, storage, excavation, vehicle parking or vehicle movement is to occur within the root zone protection area. Tree protection fencing must remain in place until the end of remediation works.</p> <p>All exposed areas shall be progressively stabilised and revegetated upon the completion of remediation works.</p>

Parameter	Provision to be included in a remediation action plan
Noise and vibrations	<p>Any noise and vibrations from the site shall be limited by complying with the NSW EPA's <u>Noise Policy for Industry (2017)</u> and the <u>Interim Construction Noise Guideline</u>.</p> <p>All equipment and machinery shall be operated in an efficient manner to minimise noise from the site on adjoining properties, including (when necessary) ensuring that plant equipment noise is suppressed.</p> <p>The use of any plant or machinery shall not, on any premises, cause vibrations in excess of the relevant NSW EPA guidelines and Australian Standards.</p>
Rodents and vermin	Rodents and vermin are to be adequately controlled and disposed of in an environmentally appropriate manner.
Site access and vehicle use	<p>Vehicle access to the site shall be designated to prevent the tracking of sediment onto public roadways and footpaths. Soil, earth, mud or similar material must be removed from the roadway by sweeping, shovelling or a means other than washing on a daily basis or as required by an appropriate authority. Soil residue from vehicle wheels shall be collected and disposed of in an appropriate manner.</p> <p>All vehicles are to:</p> <ul style="list-style-type: none"> <li>▶ enter and exit the site in a forward motion</li> <li>▶ comply with all road rules, including vehicle weight limits</li> <li>▶ minimise the use of local roads by using state roads where available</li> <li>▶ be cleaned pre-work and post-work to prevent the movement of weed seeds</li> <li>▶ have all loads securely covered or sealed to prevent the release of any dust, fumes, soil or liquid emissions during transportation</li> <li>▶ conduct deliveries of soil, materials, equipment or machinery during the hours of remediation work (see 'hours of work').</li> </ul>
Site security and lighting	<p>The site shall be secured to ensure against all unauthorised access by using appropriate fencing.</p> <p>It is recommended that security lighting be used to deter unauthorised access. If security lighting is used, it shall be shielded to protect the amenity of adjoining landowners.</p>
Soil and water management	<p>All remediation works shall be conducted in accordance with a site-specific soil and water management plan prepared in accordance with the requirements of LANDCOM's <u>Managing Urban Stormwater: Soils and Construction</u>.<sup>1</sup></p> <p>The plan should aim to segregate and manage both contaminated and non-contaminated areas in a manner that minimises the potential dispersal of contaminants and any cross-contamination of contaminated and non-contaminated materials. In some cases, standard erosion and sediment control requirements will be inadequate for managing contaminated soils and water.</p> <p>Where remediation work involves the excavation of soil, the person responsible for the remediation work shall consult Council's flood mapping. Where works are proposed to be undertaken within an area identified by Council as having the potential to be impacted by flood waters (that is, inundation), such works shall be undertaken in alignment with the responsive actions for such potential site inundation as described in the site-specific soil and water management plan.</p> <p>A copy of the remediation action plan and the soil and water management plan shall be kept onsite and made available to Council officers on request.</p> <p>Soil and water management measures for remediation work in relation to stockpiles, site access, excavation pump-out, landscaping and rehabilitation, and bunding are discussed elsewhere in this table.</p>

Parameter	Provision to be included in a remediation action plan
	See – 'erosion and sediment control' for related provisions.
Stockpiles	<p>No stockpiles of soil or other materials shall be placed on public land (for example, footpaths, reserves or nature strips).</p> <p>All stockpiles shall be placed away from drainage lines, gutters or stormwater pits or inlets. All stockpiles of soil or other material shall be maintained to prevent dust, odours or seepage. All stockpiles of contaminated soils shall be secured to prevent dust, odour or seepage if being stored for more than 24 hours.</p> <p>Stockpiling of contaminated materials requires special measures to manage the generation of leachate, run-off, vapours, odours and airborne particulates.</p> <p>Store any temporary stockpiles of contaminated soil in a secure area.</p>
Unexpected finds during remediation works	Council is required to be notified of any new information that comes to light during remediation works that has the potential to alter previous conclusions regarding site contamination.
Validation report	<p>The validation report is to be prepared in accordance with relevant guidelines made by the NSW EPA.</p> <p>A copy of the validation report is to be provided to Council within 60 days of completing the remediation works and prior to commencing development works at the site.</p> <p>The validation report is to:</p> <ul style="list-style-type: none"> <li>▶ contain a copy of any reports or records taken during remediation or following the completion of validation works</li> <li>▶ contain a validation statement detailing that all works have been undertaken and completed satisfactorily and in accordance with relevant guidelines made or approved by the EPA</li> <li>▶ demonstrate that the objectives of the remediation action plan have been achieved, any conditions of development consent have been complied with and whether any further remediation work or restrictions on land use are required</li> <li>▶ provide evidence confirming that all NSW EPA, SafeWork NSW and other regulatory authorities' license conditions, approvals and/or regulatory requirements have been met, including in respect of managing contaminated soil and other waste material generated by the remediation works</li> <li>▶ identify the need for continued monitoring in situations where clean-up is not feasible or onsite containment has occurred</li> <li>▶ state the suitability of the site for its current or proposed use.</li> </ul> <p>Successful validation is the statistical confirmation that the remediated site complies with the clean-up criteria set for the site.</p> <p>The full cost of the validation is borne by the applicant.</p>
Vertical mixing (on agricultural land)	<p>The <u>Guidelines for the Vertical Mixing of Soil on Former Broad-Acre Agricultural Land</u> relates to the remediation of large agriculture properties with low-level but broad-spread contamination.</p> <p>The relevant NSW EPA guidelines are not designed or suitable for use in the remediation of contamination, including lead contamination, on small allotments. Therefore, Council will not support remediation action plans relying on this methodology, and an alternative remediation methodology shall be used for small allotments.</p>



**CONTAMINATED LAND POLICY**

**POL-403.V#2**

Parameter	Provision to be included in a remediation action plan
Waste	<p>If contaminated soil and other waste material generated by the remediation works are to be treated and managed onsite, the treatment and management of each is to be in accordance with relevant guidelines made or approved by the EPA.</p> <p>If contaminated soil and other waste material generated by the remediation works are to be removed from the site, then this must be in accordance with the <u>POEO Act</u> and its waste regulation. This includes:</p> <ul style="list-style-type: none"> <li>▶ the preparation of a waste management plan</li> <li>▶ that the waste classification process complies with the <u>Protection of the Environment Operations (Waste) Regulation 2014</u> and is undertaken by an appropriately qualified consultant</li> <li>▶ record-keeping for waste going to a licensed landfill or a resource recovery facility regarding                         <ul style="list-style-type: none"> <li>▪ how the waste is to be treated and transported</li> <li>▪ evidence that the landfill is licensed to accept this waste</li> </ul> </li> <li>▶ the requirement that transport of the waste to or from a site must be by a licensed waste transport contractor.</li> </ul> <p>Any enquiries associated with the offsite disposal of waste from a contaminated site should be referred to the EPA helpline (phone 131 555).</p> <p>If contaminated soil or other waste generated by the remediation works is to be transported to Council's landfill or waste management facility:</p> <ul style="list-style-type: none"> <li>▶ Council's Waste Management Facility only accepts waste in accordance with its Environment Protection Licence.</li> <li>▶ Section L5 Waste requires that waste be general solid waste. Analysis of the contaminated soil is to be undertaken to verify that the waste is general solid waste.</li> <li>▶ All documentation is to be provided to Council's Waste Management Team and approved prior to the waste entering the landfill.</li> </ul> <p>See – 'hazardous material' for related site management provisions.</p>
Water quality: dewatering – excavation and groundwater pump-out	<p>Only clean and unpolluted waters are to be discharged to Council's stormwater system or any watercourse. Any discharge must satisfy the provisions of the <u>POEO Act</u>.</p> <p>Prior to any dewatering commencing, a dewatering management plan shall be submitted to Council.</p> <p>All pump-out water must be analysed for concentrations of suspended solids, pH and any contaminants of concern. The analytical results must comply with the relevant NSW EPA and ANZECC standards for the quality of water discharged to stormwater. If necessary, the water shall be treated prior to discharge.</p> <p>If the water quality does not comply with the identified criteria, then it cannot be discharged to stormwater. Alternative arrangements for the disposal of water shall be provided, if necessary (for example, offsite disposal by a licensed liquid waste transporter for treatment or disposal at an appropriate waste treatment or processing facility).</p> <p>Dewatering may require a licence from the NSW Office of Water.</p>

Parameter	Provision to be included in a remediation action plan
Water quality: groundwater	<p>Any contamination assessment, carried out in accordance with the requirements of the relevant guidelines made or approved by NSW EPA in accordance with the <u>CLM Act</u>, shall address the potential for contamination of groundwater at the site.</p> <p>Any work below the water table may require a licence from the NSW Office of Water. Such works include bores for water supply, testing and monitoring, and any dewatering or extraction.</p> <p>If the groundwater at the site is found to be contaminated, then Council, the NSW Office of Water and the NSW EPA are to be notified</p>

Note: ANZECC = Australian and New Zealand Environment and Conservation Council; UPSS = underground petroleum storage system; ESCP = erosion and sediment control plan.

<sup>1</sup> <https://www.environment.nsw.gov.au/research-and-publications/publications-search/managing-urban-stormwater-soils-and-construction-volume-1-4th-edition>