



murray river  
council

# **ATTACHMENTS**

**UNDER SEPARATE COVER**

**Ordinary Council Meeting**

**Tuesday, 10 December 2024**



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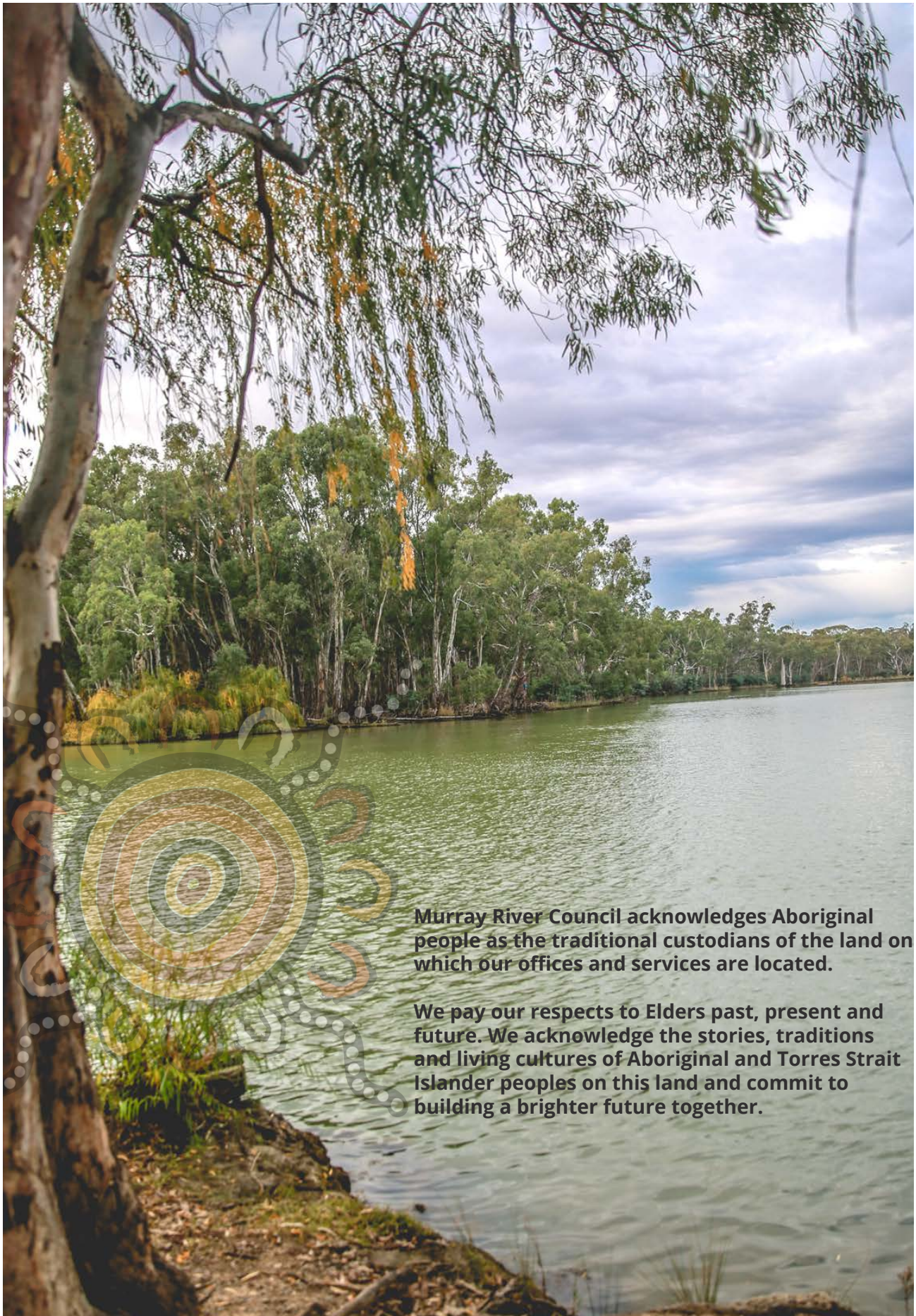
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9.1.4 Community Strategic Plan (CSP) 2025-2035

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

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

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**T**hroughout this document we refer to both the Community Strategic Plan **2022-32** and the Community Strategic Plan **2025-35**, with the latter being this current document.

References to the previous Community Strategic Plan 2022-32 offer context to community engagement activities and community feedback.

These references also offer background to the development of the agreed strategic priorities that still remain relevant and have therefore been carried over into this updated document: **The Community Strategic Plan 2025-35.**





This content will be updated upon finalisation of draft.

## Our Region...

From urban townships, to agricultural villages, mixed farming activities and river bends and forests - Murray River Council is home to a diverse community.

Our population is approximately 13,326 with most of our residents residing in one of our seven townships; Moama, Barham, Wakool, Moulamein, Murray Downs, Tooleybuc and Mathoura or our smaller villages of Bunnaloo, Womboota, Caldwell, Burraboi, Koraleigh, Speewa and Goodnight.

Geographically, we are vast; approximately 1/3 of our population-base resides in Moama...yet this only takes up 0.06% of our Local Government Area.



## Our people...



**13,326**  
people in Murray  
River Council

**49 years**  
median age

**3,495**  
families

**30.4%**

workforce employed  
full time



**18.2%**  
population are  
volunteers



**3.2 %**  
of population identify  
as Aboriginal or Torres  
Strait Islander

**8**

schools



**4875**

occupied household  
dwellings



**3,395**

students attending primary or  
secondary school

## Our economy...

### Top 3 industries

Agriculture, Forestry & Fishing  
Health Care & Social Assistance  
Construction



**1,454**  
registered  
businesses



**4,860**  
jobs in Murray  
River Council LGA

**\$1.86 billion**  
Economic output  
(0.12% of \$1.6T for NSW)

**\$891.47m**

gross regional product

**\$117.373m**  
value of building  
approvals (23/24)



**\$55m**  
value added  
from tourism

## Our townships...



**8,929**  
rateable  
properties  
(res./bus./farm)

**3200 km**

of road network

**205**

total hectares  
of parks &  
open spaces



**39**

play spaces

**3**

libraries

**92,701**

metres footpath



**12**

sports  
grounds



**406**

council managed buildings

**106.95 km**

stormwater pipes

**435.1 km**

raw and filtered  
water mains

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## Our Councillors

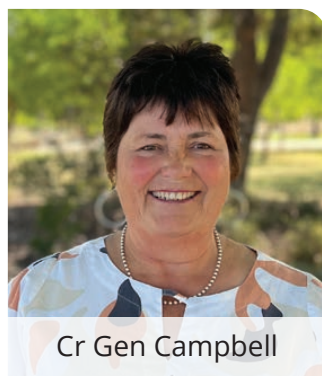
Murray River Council sits in the Federal Electorate of Farrer and the State Electorate of Murray.  
Three Councillors are elected from each of the three wards that make up the municipality:

Moama Ward | Greater Murray Ward | Greater Wakool Ward

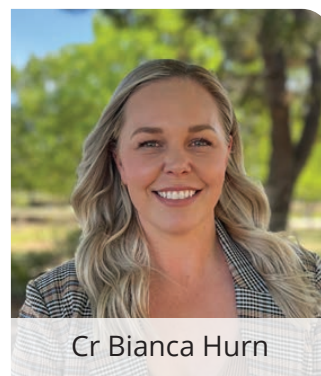
Moama Ward



Cr John Harvie  
MAYOR



Cr Gen Campbell



Cr Bianca Hurn

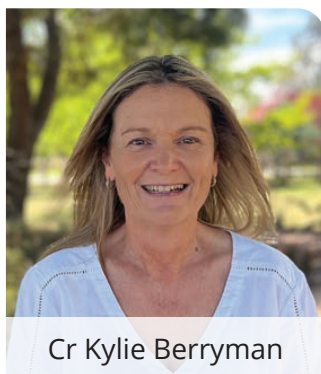
Greater Murray Ward



Cr Geoff Wise



Cr Joy Allan



Cr Kylie Berryman

Greater Wakool Ward



Cr Dennis Gleeson



Cr Neil Gorey  
DEPUTY MAYOR



Cr Gary Pappin





## Our Vision

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

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## Our Mission

To work with each of our unique communities to foster economic growth and prosperity, support community health and wellbeing, and protect and enhance our environment.

While planning effectively for the future to ensure appropriate infrastructure and services that will support quality lifestyles and provide recreational opportunities for our Murray River community.



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## Defining our Vision and Mission

Over the past three years, Council has undertaken extensive community consultation on various projects ranging from parks and open space planning, water pressure improvements, developing a Customer Experience Strategy, various arts and culture projects, the Meninya Street Precinct and our overarching 'Working towards a Sustainable MRC' project.

Throughout all this consultation - which captured the thoughts of residents, businesses and visitors from across the region - the indirect feedback determined that our existing 'Community Vision' is still applicable.

At its core, our vision emphasises that:

- The communities of Murray River Council area are productive, inclusive and growing based on a strong tourism economy and thriving primary industries, all underpinned by the natural assets of our region;
- The Murray River Council area offers a quality lifestyle with affordable living, working, recreation and cultural opportunities for all ages.

## Determining our Values

Our organisational values are what drive our day-to-day behaviors and set the tone for our interactions with customers, employees and other stakeholders.

In 2024 we went through an extensive internal engagement program to review our values with all staff having an opportunity to provide feedback and vote on new preferred options.

These updated values will be embedded into our internal systems and will become everyday behaviours which we will strive to achieve.

**W**e have four core values that drive our teams and our behaviours: Respect, Accountability, Integrity, Sustainability and Excellence.

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### Respect

Building trust to foster positive relationships that create an inclusive and supportive workplace and community.



### Accountability

Taking responsibility for decisions and actions and being transparent about processes and outcomes.



### Integrity

Acting honestly and ethically in all council activities.



### Sustainability

We promote sustainability by committing to practices that support the long-term health of the environment, economy and society.



### Excellence

We demonstrate excellence by committing to high standards in the delivery of all our services.

## Our Organisation

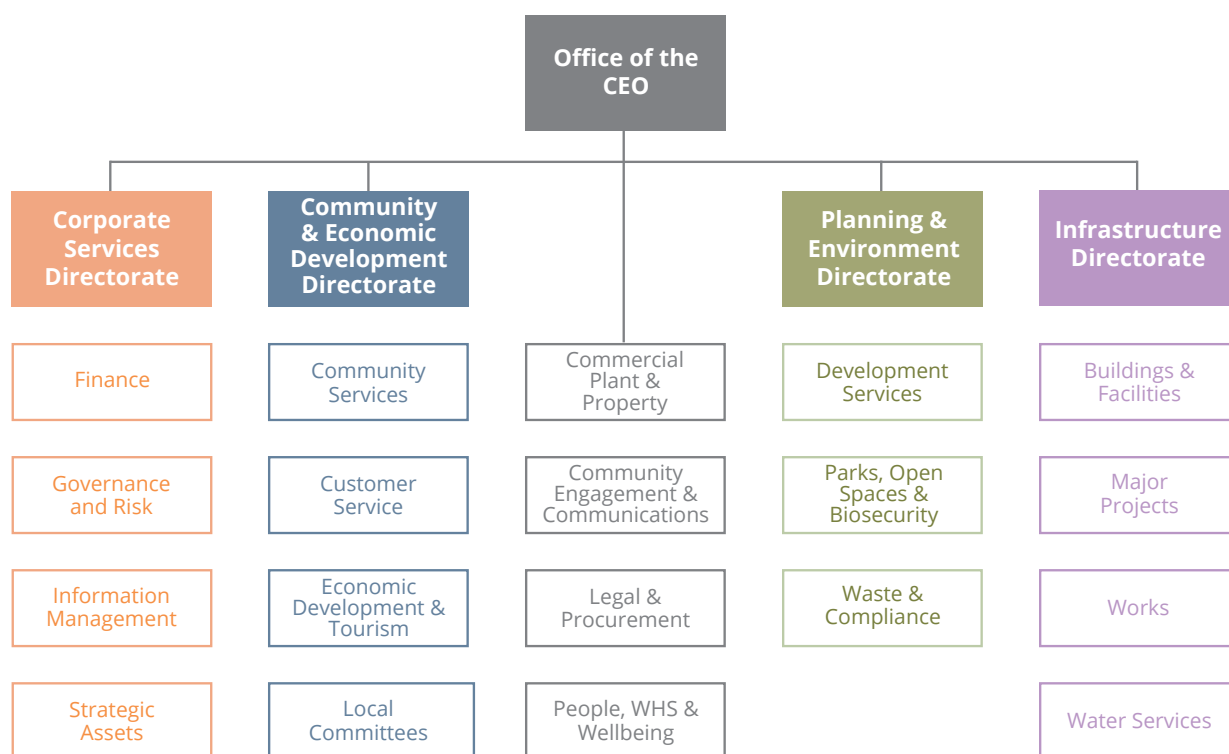
Over the past 3 years we've been looking at ways to improve the financial sustainability of the council. We've called this project "Sustainable MRC".

As part of the project, we looked internally to improve many of our own processes and procedures which included a large-scale review of our organisational structure in 2023/2024.

This was a huge undertaking and has allowed for a better alignment of projects and tasks to align with our Accountabilities Framework ('who-does-what').

All strategic objectives within the CSP, along with the intent of the projects and programs of works within the Delivery Program and Operational Plan are noted within our Accountabilities Framework. Our Business Unit Managers track and report on progress towards implementation of the strategic objectives, projects and programs of works on monthly basis via our Monthly Operational Reports (reported monthly in Council papers).

The image below outlines our new organisational structure.







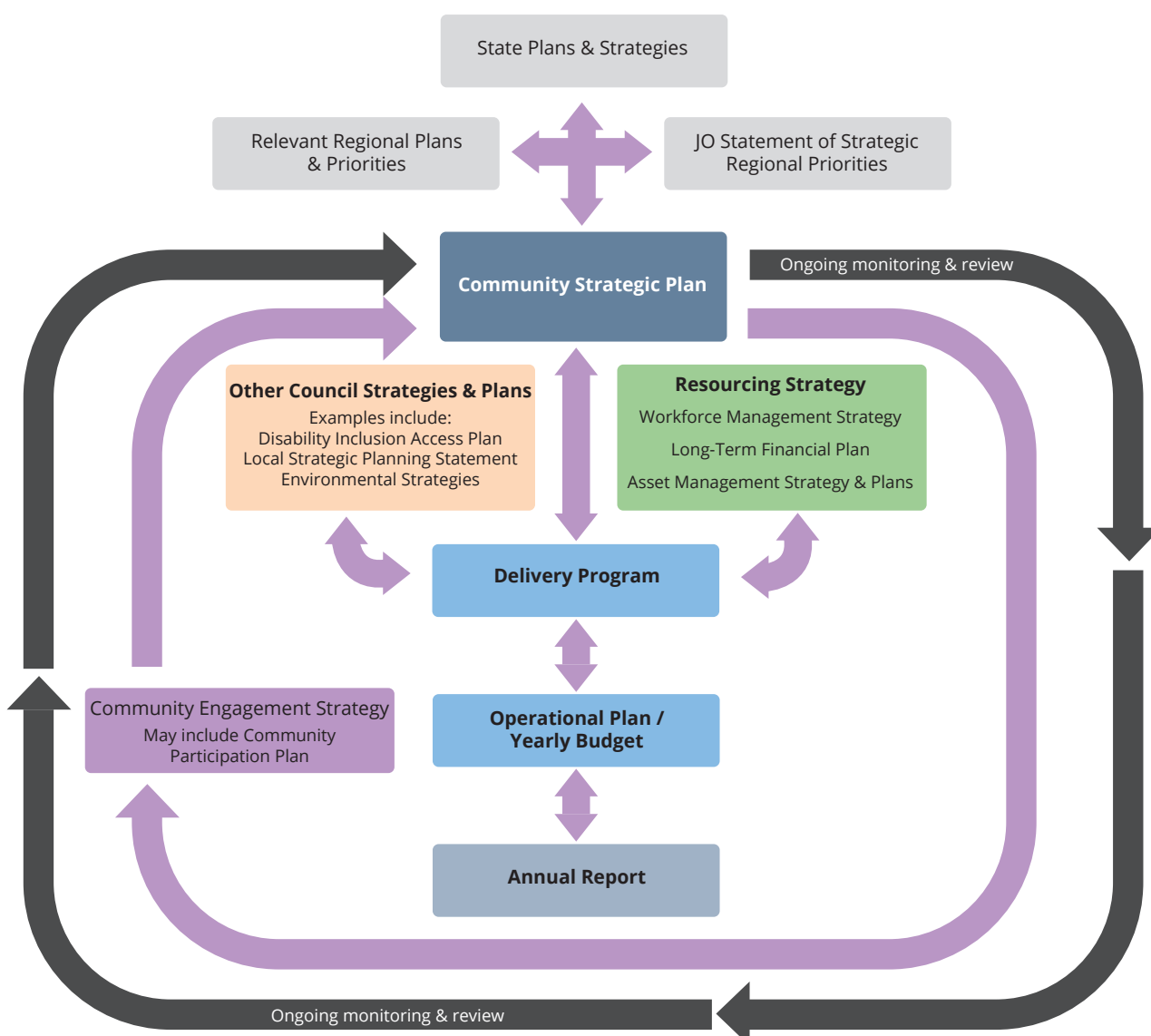
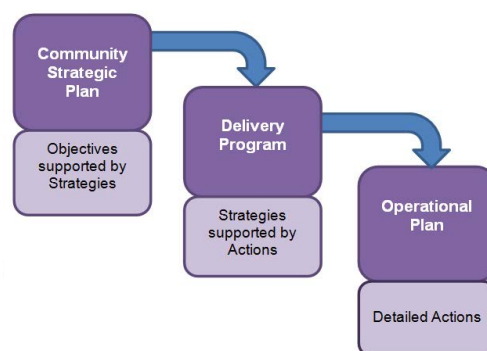


## Our Framework

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

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

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



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## What is a Community Strategic Plan?

The Community Strategic Plan (CSP) is our 10-year plan. It outlines the community's aspirations and long-term vision and goals for Murray River Council and sets out the key strategies required to achieve these.

A Community Strategic Plan is a legislative requirement under the Integrated Planning and Reporting Framework (IP&R) and offers a framework for establishing local priorities that are linked to operational functions.

The plan becomes Council's blueprint for both short-term projects and a longer-term program of works that the community has requested as well as known maintenance and renewal works to be delivered across our Local Government Area.

The strategies within our CSP are further broken down through our Resourcing Strategy, Four-Year Delivery Program and Yearly Operational Plans.

We will provide feedback and updates to the community on the progress Council is making towards the goals, projects and programs of works on a 6 monthly basis.

## How we first established our Plan.

The first major redevelopment of our CSP commenced in early 2022 to coincide with the election cycle of 2021-2024. During this time, an extensive engagement program provided stakeholders and the community with the opportunity to have input into its development. Through this process the community gave us more than 1650 ideas.

We then reviewed the suggestions provided; some were easy to implement, some were outside our scope and need to be address by other tiers of government or by private industry, others were going to take time for us to plan and action and some were very futuristic. It was exciting to see the variety of ideas our community had, and it was clear to us the things they value. All of these informed the direction of our 2022-2032 Community Strategic Plan.

Some ideas were provided multiple times from across the region. This told us these were the high priority projects and were essential to our community. These became the focus projects for our 2022-26 Delivery Program (the four-year program of works).

## How we reviewed the Plan

### We tested the projects

Over the past 3 years we have worked to develop strategies and action plans that considered ideas submitted during the 2022 consultation process. We have tested the ideas along the way and have done our best to incorporate as many as we can into our 'Business-as-Usual' processes.

The Community Strategic Plan 2025-2035 will see us further build on the strategies, action plans and projects which our communities have previously requested.

Our online engagement platform - Your Say Murray River - has been used extensively over the past three years to capture community feedback in relation to some of the higher-profile projects requested in our 2022 CSP Community Consultation project.

These include:

- Arts and Culture Strategy
- Parks and Open Space Strategy
- Buildings Strategy
- River Country Art Trail
- Housing Strategy
- NBN Digital Plan
- Employment Lands Strategy
- Economic Development and Tourism Strategy
- Barham water pressure upgrade
- Moulamein roads, kerbs, gutters and footpath upgrades
- Unsealed road maintenance program review
- Recreation Reserve Master Plans – Tooleybuc, Barham and Moama
- Food Organics Garden Organics kerbside collection

As our community continues to be highly engaged in these projects, we have determined that the projects requested in 2022 are still important.

### We reviewed the parking lot

During the 2022 consultation phase we received a lot of feedback from community members saying ideas had been previously suggested but were never actioned. These were generally some of the 'trickier ideas' that would take longer to implement. So instead of scrapping them altogether we created the 'MRC Parking Lot' which stored these extra community ideas and feedback for potential inclusion in future CSP's or Delivery Programs. Approximately 150 ideas were stored in the Parking Lot after the 2022 consultation period.

Many items contained in the Parking Lot are generic requests that have been or will be embedded into strategies and plans along the way so that when opportunities arise (grant funding in particular) community requests can be addressed.

During the development of the revised CSP and Delivery Program 2025-2029 we will be reviewing the Parking Lot and seeing what items we can bring forward. We will also provide feedback to the community in relation to which ideas are outside the scope of Council.



## We were shown first-hand what our community values

Our communities have experienced a lot of the past three years. Not only have we seen the ongoing impacts and effects of COVID-19, but we faced one of the worst floods in our region's history.

The October – December 2022 floods impacted about 41% of our Local Government Region and 3 towns. We faced large-scale inundation of water from the Murray and Edward Rivers along with the Billabong, near Moulamein. We also had overland flood waters impact us from northern NSW. It really was a once in a lifetime experience.

Our township levees were put to the test, in some cases it was the first time they had ever been wet from rising river levels. At the time our staff worked around the clock, with many picking up roles outside their normal function at Council to pitch in and lend a hand. Unfortunately, we saw many people, homes and businesses impacted. There was also extensive damage to much of our infrastructure.

What ensued was a large advocacy campaign for support of our affected people and businesses and the largest capital works program council has seen as we delivered reconstruction and recovery works on our transport network, along with pre-planned infrastructure projects.

What we learnt from this experience is that our community is a wonderful place to live, work and play. We all banded together to get the best outcomes for the region. It also showed us that the community has high regard for council advocacy, sound transport networks and clear communication about activities and decisions.

Some of the other projects which had showcased our communities' values over the past 3 years include:

- The 'Needs and Demands' Assessment of our public spaces and public buildings – Over 700 public open spaces or buildings were assessed and over 1000 responses were provided by the community informing us what they liked or what could be improved.
- Planning Proposal to reclassify surplus Community Land – this harnessed a real passion from our community regarding their love for abundant Parks and Open Spaces.
- River Country Art Trail – painting of water towers and art installations across the region. High engagement from the community with over 1000 responses provided on the concept designs
- Impressive uptake of the 3-bin Food Organics Garden Organics (FOGO) program, with minimal contamination occurring between the bins.
- Adoption and support for the Disability Inclusion Action Plan – improving access and inclusion for people with disabilities.
- Nearly \$200,000 provided via the Community Grants Program over the Council Term – grants are available for various projects, equipment, events, exhibitions and performances which contribute positively to the local community.
- Youth Week Skate workshops - local youth get the chance to tidy up their skateboarding skills at workshops in Barham, Mathoura or Moama hosted by professional skateboarders.
- Moama Lights – around 25,000 people come each year to be a part of the immersive sound and light show. The economic value which the project puts back into the community each year is around \$11 million.
- We offer a range of Community Transport for people of any age who are isolated, live remotely or meet the requirements of the My Aged Care criteria. Our community highly values these types of services with over 10,000 community transport trips made each year!

## How we updated the Plan

This CSP was an especially challenging one as it had to be adaptable and flexible, not something that is usually found in high-level strategic documents.

In particular, the updated CSP needs to respond to contextual changes which have occurred over the past 3-year period, including ongoing financial sustainability challenges.

Whilst the actions and strategies from the 2022-2032 CSP largely remain, this updated plan has been reviewed to balance community expectations with the resourcing available, meaning some strategies have been updated or omitted.

Importantly, early on in this CSP we will likely be investigating the option of a Special Rates Variation (otherwise known as an SRV application). During this process we will consult with the community and determine what our residential and business communities are prepared to pay for. As such our CSP and Delivery Program will likely be amended to meet the outcomes of the SRV application.

## Our Challenges and Opportunities

When looking at where we are now as a council and a community it is clear to see the things our community values and where some of our opportunities and challenges lie.

### Our community values

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

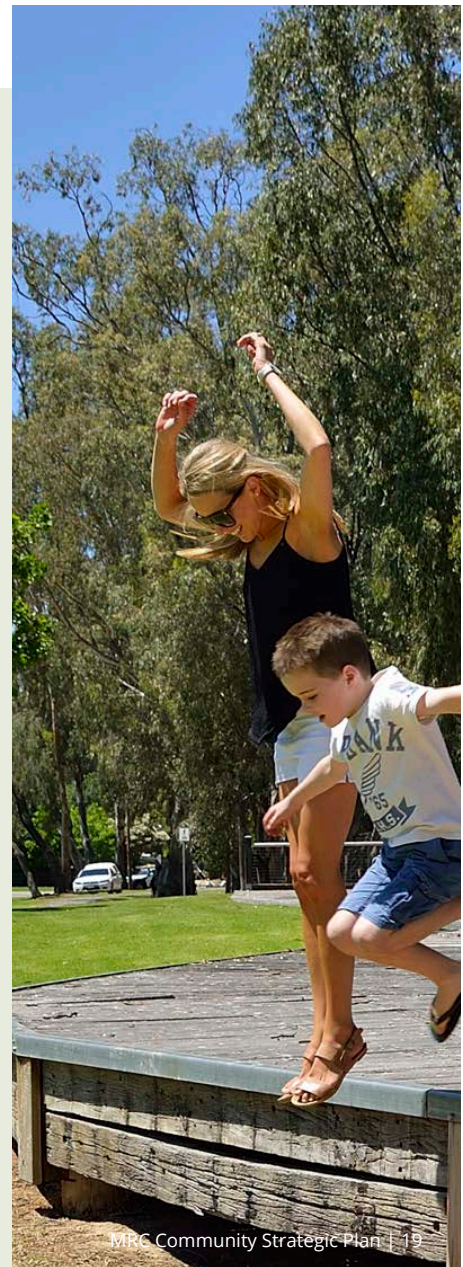
### Our opportunities

- Affordable to live and raise a family
- Maximising the visitor economy
- Diverse economic base and industry development opportunities

### Our challenges

- Financial sustainability
- Ageing infrastructure assets
- Poor access to information technology services and infrastructure
- Rapid population growth
- Ageing population
- Cross border issues

By reviewing our community values, opportunities and challenges, then developing and working towards strategic objectives to address them, we can work towards achieving our shared vision with the community.



## Council's Role

Although Council is the custodian of the CSP it is not only our plan but that of our community.

Goals, projects and programs of works identified within the Community Strategic Plan, Delivery Program and Operational Plan are not always the sole responsibility of Council to deliver. In some cases, we will partner with State and Federal Government agencies or advocate on behalf of a project or program of works. The Delivery Program provides further direction in relation to those projects or programs of works where Council has a certain level of control over the outcome.

Council's role for each strategic objective within the CSP will be defined by one or more of the following unique identifiers that will also flow on into the Delivery Program and Operational Plan:

### DELIVER

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

### PARTNER

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

### ADVOCATE

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

## Reporting on our Progress

Council is accountable for delivering and reporting on the Community Strategic Plan, Delivery Program, Operational Plans as well as other strategies and plans adopted by Council.

Council's reporting will comply with all legislative requirements as outlined below, and we will provide other informal updates through our website, social media (Facebook account), community publications and other local print media outlets.

Through Council's Monthly Operational Report, Business Units will be able to continually monitor the progress of projects and programs of works identified within the Delivery Programs and the Yearly Operational Plan. These line items will directly relate to the goals outlined within the CSP. By undertaking the monthly reporting, we will ensure compliance with the monitoring requirements of the CSP and Delivery Program (section 404 of the Local Government Act – Integrated Planning and Reporting Framework).

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

- Annual Report - including the achievements of Council in implementing the Delivery Program, additional information required by legislation and audited Financial Statements for the financial year,
- State of the Region Report – reporting on the progress of the Community Strategic Plan from one plan to the next. This report outlines how projects are tracking over a longer term – 10 years rather than just over the Council Term.







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**We have seven strategic themes that will continue to drive the 2025-35 Murray River Council Community Strategic Plan.**

-  **Theme 1**  
**A place of environmental sensitivity**
-  **Theme 2**  
**A place of progressive leadership**
-  **Theme 3**  
**A place of liveable communities**
-  **Theme 4**  
**A place of inclusion, culture and wellbeing**
-  **Theme 5**  
**A place of prosperity & resilience**
-  **Theme 6**  
**Connected Communities**
-  **Theme 7**  
**Tomorrow's Technologies**



## Our Themes

When we developed the Murray River Council Community Strategic Plan 2022-32, we created seven themes. These themes are the main, high-level intentions that underpin our day-to-day activities.

These themes have become our pillars, with all staff and community members being able to work towards common goals.

The seven themes remain current and will continue to be our pillars in the 2025-35 Murray River Council Community Strategic Plan.

Each theme has three to five goals sitting underneath it that speak to the general sentiment of that theme. Some have been updated or amended since the previous CSP to reflect the growth of the document and the community.

Each goal is then further broken down into objectives or projects which assist us in addressing each goal. The objectives or projects are an amalgamation of the more than 1650 community-based suggestions received during the 2022 consultation process and continued feedback over the past 3 years.

The measure of success describes the intent of the outcomes which will be further explored in the 4-year Delivery Program and 1-year Operational Plans.



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## A PLACE OF ENVIRONMENTAL SENSITIVITY

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



Goal:

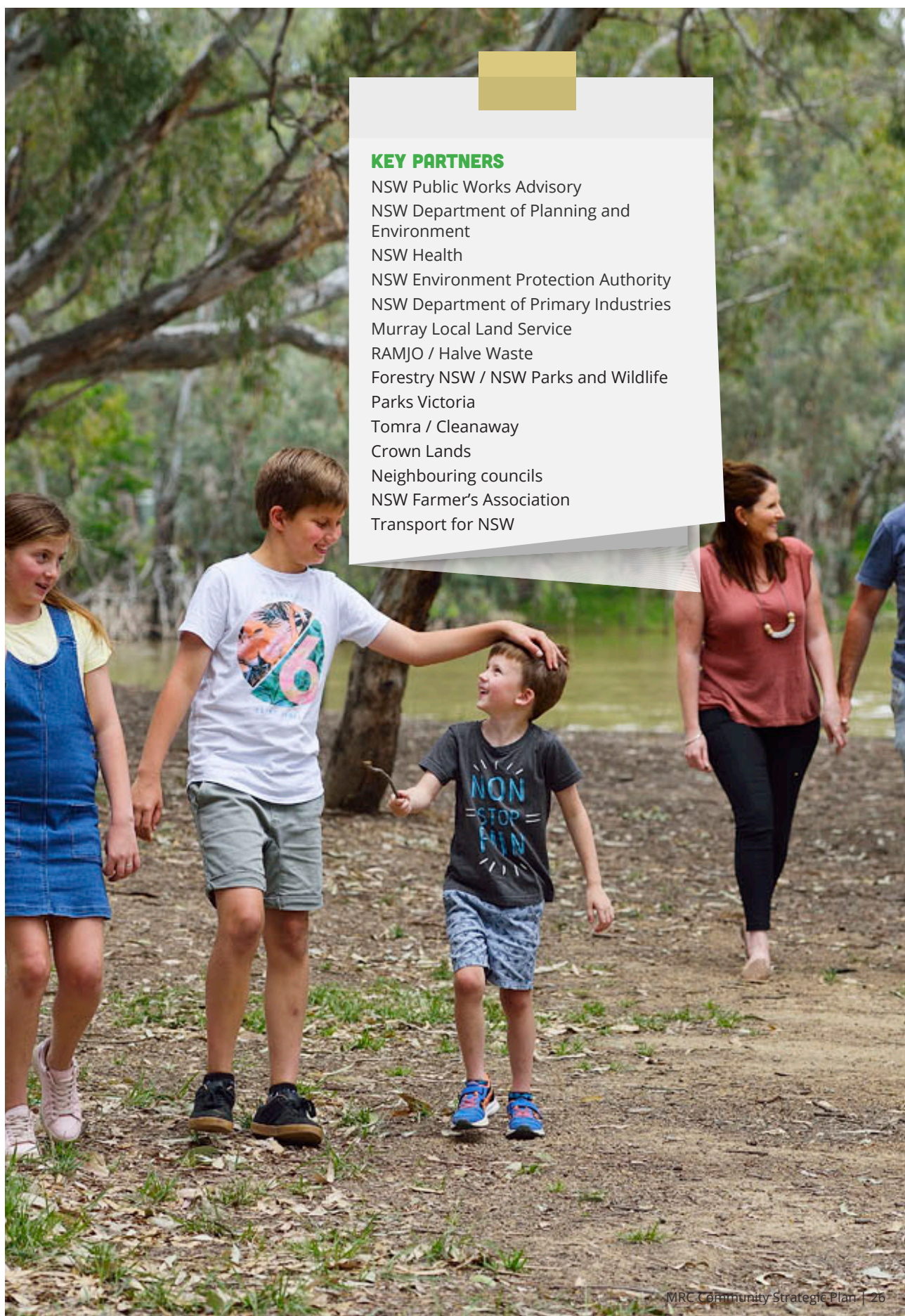
Working together as a community to protect and enhance our natural and built environment for the future.

| Strategic Objective  |     | How will we achieve this?  | Role                     | How will we measure progress?   |
|--|-----|--|--------------------------|---|
| <b>Facilitate circular economy.</b>                                      | 1.1 | Enhance and promote waste and recycling programs in accordance with Council's Waste Strategy and compliance with EPA requirements.   | Deliver Partner Advocate | Review and begin implementation of the Waste Management Strategy focusing on resource recovery. Undertake items identified in the agreed action plan. |
| <b>Protect, enhance and sustain the natural environment.</b>             | 1.2 | Improve areas of natural habitat through the review and implementation of our Weed Action Plan, Weed and Vegetation Management Framework in accordance with relative legislation and funding agreements. | Deliver Partner Advocate | Weed and natural habitat management measures are in place to note a reduction of priority weeds over time.  |
|  | 1.3 | Prioritise and rehabilitate Landfills in line with the Waste Management Strategy.  | Deliver                  | Landfills identified in the Waste Management Strategy will be rehabilitated over the next 10-year period based on budget and risk.                    |
| <b>Increase awareness and education of environmental sustainability.</b> | 1.4 | Ongoing development, review and implementation of schools, early childhood and community education programs focusing on various Council Services.  | Deliver Partner Advocate | Programs developed and facilitated across the region on an as requested basis or as need arises from regulations.                                     |

#### Responsible Directorates

Infrastructure Directorate  
Planning and Environment Directorate  
Office of the CEO







## **A PLACE OF PROGRESSIVE LEADERSHIP**

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



Goal:

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

| Strategic Objective   |            | How will we achieve this?  | Role                     | How will we measure progress?  |
|---|------------|--|--------------------------|--|
| <b>Deliver exceptional and consistent service to our internal and external community.</b> | 2.1        | Ensure we provide clear, concise and consistent information which is easily accessed.  | Deliver Partner Advocate | Increased community satisfaction and improved information access.  |
|   | 2.2<br>NEW | Review Council's services and assets to align to the 10-year budget process.   | Deliver                  | Council Services and assets reviewed and prioritisation completed.   |
|   | 2.3        | Review Statutory Planning & Building processes and communication material to assist with higher quality applications from customers. | Deliver Advocate         | Statutory Planning & Building processes and communication material reviewed, and implementation has begun. |
|   | 2.4        | Ensure development applications are assessed and determined within appropriate timeframes.   | Deliver Advocate         | Resource the Development Services team adequately to meet Statutory timelines.                             |
|   | 2.5<br>NEW | Develop and begin implementation of Council's Compliance Strategy to ensure mandatory statutory obligations are met.                 | Deliver                  | Develop and begin implementation of the Compliance Strategy and action plan.                               |
|   | 2.6<br>NEW | Develop and begin implementation of a Council's Cemeteries Management Strategy.  | Deliver                  | Develop and begin implementation of the Cemeteries Management Strategy and action plan.                    |





Goal:

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

| Strategic Objective  |      | How will we achieve this?  | Role                           | How will we measure progress?  |
|--|------|--|--------------------------------|--|
| <b>Continue to be a trusted and ethical leader that leads by example.</b>                                  | 2.7  | We will work to enhance our reputation across the region by fostering positive relationships with our communities and being accountable for our actions and decisions. | Deliver<br>Partner<br>Advocate | Benchmark community engagement and participation levels related to Council initiatives, aiming for an increase over time. Gather positive feedback from the community regarding their perception of Council. |
|  | 2.8  | Review and improve our recruitment and staff retention programs.   | Deliver                        | Develop and begin implementation of the People and Culture Strategy and action plan.   |
| <b>Achieve community driven results through collaboration and engagement (community and stakeholders).</b> | 2.9  | Improve Council and Community collaboration and interaction opportunities.   | Deliver                        | Increase in opportunities for Councillor and community interaction to occur.   |
|  | 2.10 | Review and continue to improve Council's Community Engagement Framework.   | Deliver                        | Review and begin implementation of the Community Engagement Framework and toolkits.  |

#### Responsible Directorates

Community and Economic Development Directorate  
 Planning and Environment Directorate  
 Corporate Services Directorate  
 Infrastructure Directorate  
 Office of the CEO





## A PLACE OF LIVEABLE COMMUNITIES

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





Goal:

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

| Strategic Objective  |            | How will we achieve this?   | Role                     | How will we measure progress?  |
|--|------------|---|--------------------------|--|
| <b>Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b> | 3.1        | Review and begin implementation of the Parks and Open Spaces Strategy and update recreation master plans as appropriate.  | Deliver                  | Review and begin implementation of the Parks and Open Space Strategy and action plan, including the review of recreation master plans as required.                                   |
|  | 3.2        | Review and begin implementation of the Building Strategy.   | Deliver                  | Review and begin implementation of the Building Strategy and action plan, reflecting the delivery of a feasible level of service to the community.                                   |
|  | 3.3<br>NEW | Develop and begin implementation of the Amenities Strategy.   | Deliver                  | Develop and begin implementation of the Amenities Strategy and action plan.  |
| <b>Enable development of liveable communities.</b>   | 3.4        | Monitor, review and begin implementation of the Local Housing Strategy including considerations for affordable housing options.   | Deliver Advocate         | New subdivisions released in sequence and diversity of housing products considered in line with projected population growth for our LGA.   |
|  | 3.5        | Review and implementation of the various strategies which influence Council's approach to Regulatory Assurance Framework (RAF) – formally known as Integrated Water Cycle Management. | Deliver Partner Advocate | Continue to review and monitor relevant documents including but not limited to Stormwater Strategy, Sewer Strategy, Drinking Water Quality Strategy as per legislative requirements. |



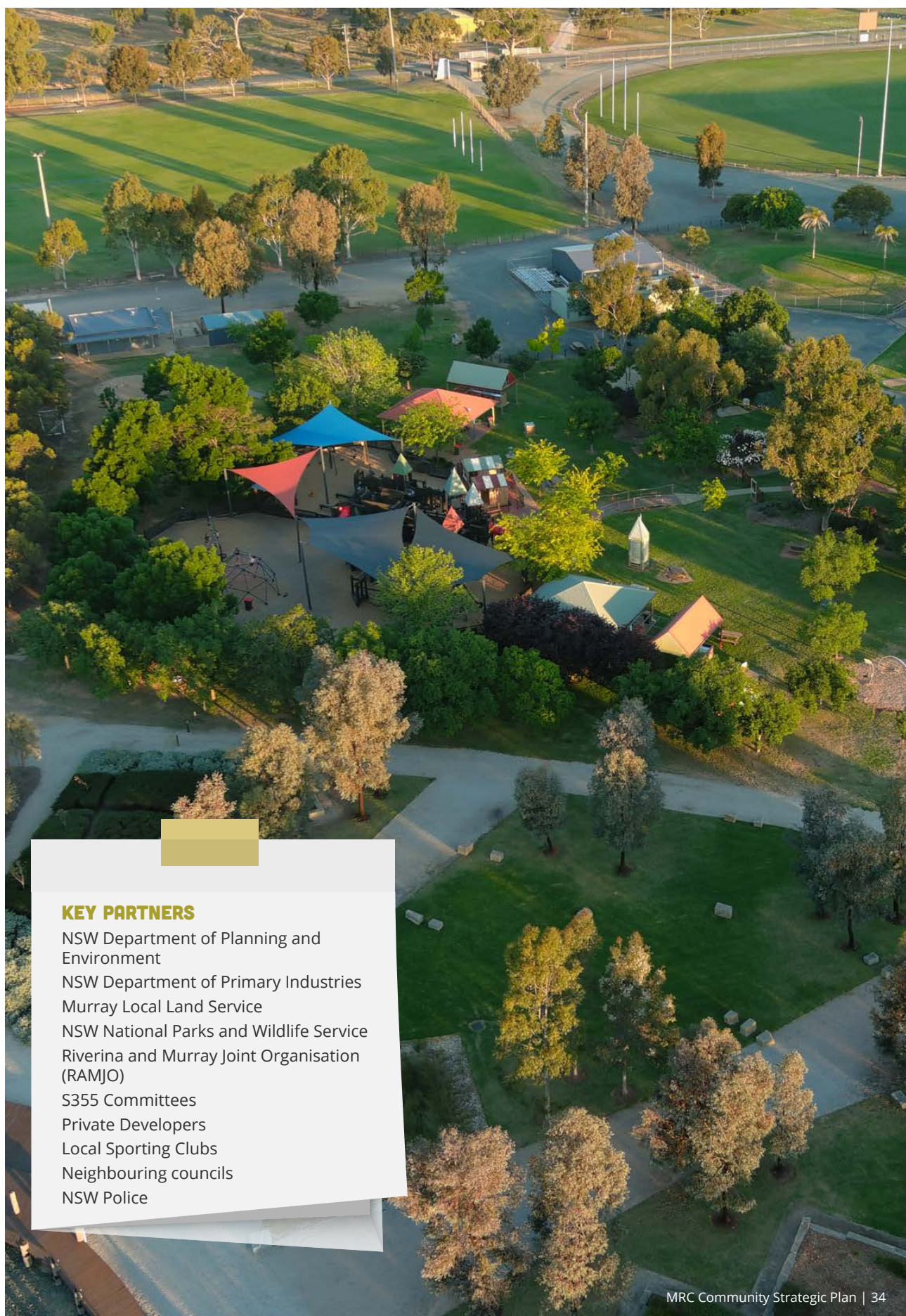
Goal:

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

| Strategic Objective   |     | How will we achieve this?  | Role                     | How will we measure progress?  |
|---|-----|--|--------------------------|--|
| <b>Deliver best practise and complaint waste and recycling service and infrastructure that meets community needs.</b> | 3.6 | Review and begin implementation of the Waste Management Strategy.  | Deliver Partner Advocate | Review and begin implementation of the Waste Management Strategy, in line with emerging legislation and policy changes to ensure Best Practice and compliance. |
| <b>Strategic planning which produces consistent, strategic, transparent outcomes.</b>                                 | 3.7 | Begin preparation of Master Plans / Township Plans for placemaking outcomes.   | Deliver                  | Master Plans and Township Plans to be created on an as needs basis.  |
|   | 3.8 | Continue to review and monitor relevant planning instruments used for Council planning decisions including but not limited to the DCP and LEP. | Deliver Partner          | Prepare new Development Control Plan and New Local Environment Plan for MRC, with the DCP being the first priority.  |

#### Responsible Directorates

Community and Economic Development Directorate  
 Planning and Environment Directorate  
 Corporate Services Directorate  
 Infrastructure Directorate  
 Office of the CEO

**KEY PARTNERS**

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

MRC Community Strategic Plan | 34





## **A PLACE OF INCLUSION, CULTURE & WELLBEING**

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



Goal:

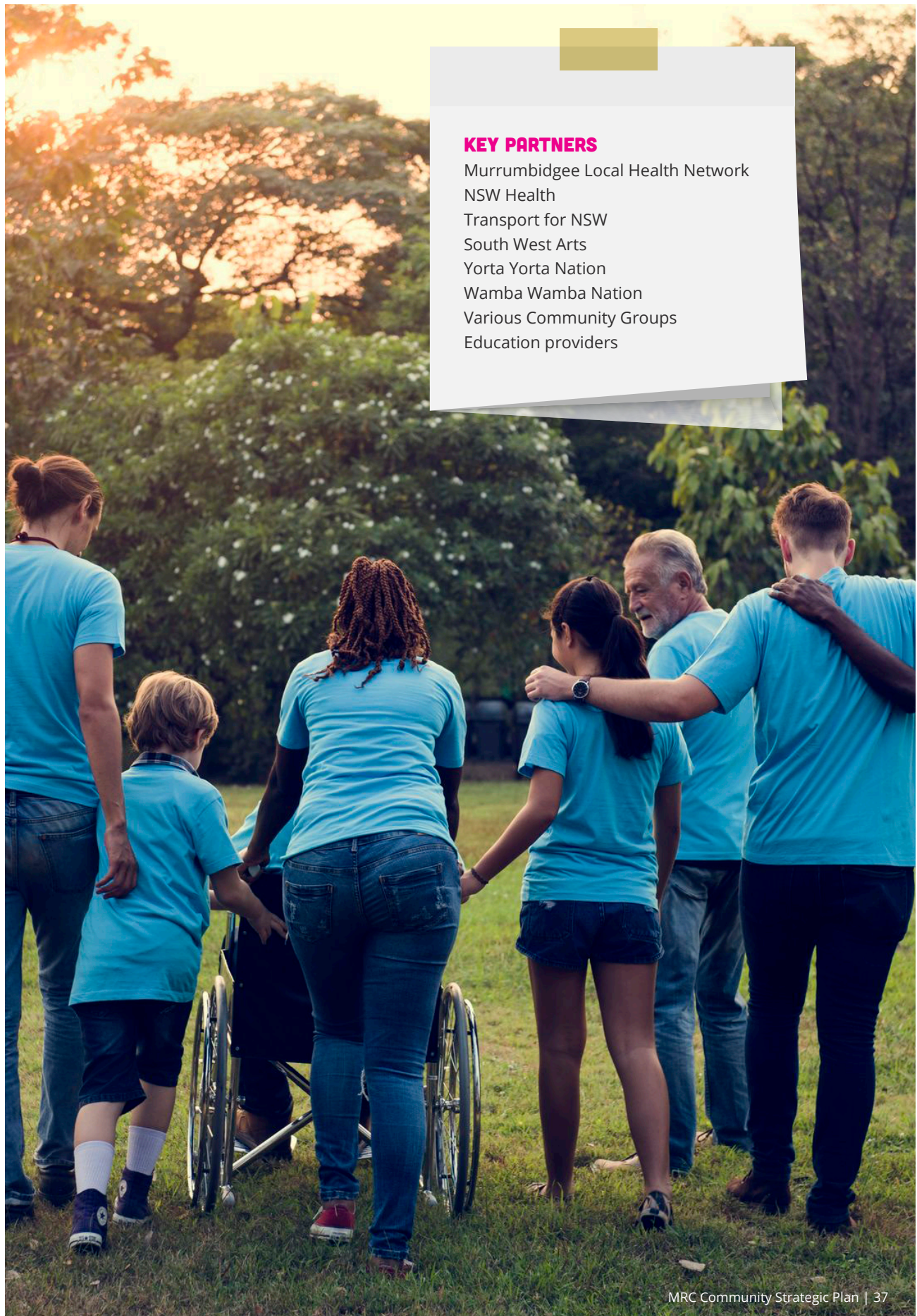
*A welcoming, healthy and diverse community that celebrates culture and history and is supported by accessible services.*

| Strategic Objective  |     | How will we achieve this?   | Role                           | How will we measure progress?   |
|--|-----|---|--------------------------------|---|
| <b>Develop community led strategies with a focus on social connections / social fabric and a sense of belonging.</b> | 4.1 | Support initiatives that enhance social cohesion and a sense of belonging.  | Advocate                       | Increased opportunities and engagement in community programs and events.  |
| <b>Recognise and celebrate our region's rich heritage and indigenous culture (in partnership with community).</b>    | 4.2 | Promotion and scheduling of events that celebrate heritage across the region.   | Deliver<br>Partner<br>Advocate | Partner with communities to recognise and support initiatives and events that celebrate and promote our regional heritage.                                |
| <b>Support existing and new art projects and diverse community events.</b>   | 4.3 | Review and begin implementation of Council's Arts and Culture Strategy.   | Deliver                        | Review and begin implementation of the Arts and Culture Strategy and action plan, focusing on new and existing arts projects and events being undertaken. |
| <b>Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>          | 4.4 | Facilitate access to health and well-being services through the delivery of Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council. | Deliver<br>Partner<br>Advocate | Relevant health and wellbeing services are available, with ongoing utilisation by the community.  |
|  | 4.5 | Identify gaps in health and wellbeing services and advocate for new, or increased services where required.  | Advocate                       | Continued advocacy for existing and attraction of new or missing health and wellbeing services as identified.   |

#### Responsible Directorates

Community and Economic Development Directorate  
 Planning and Environment Directorate  
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## A PLACE OF PROSPERITY AND RESILIENCE

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





Goal:

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

| Strategic Objective  |     | How will we achieve this?   | Role                     | How will we measure progress?  |
|--|-----|---|--------------------------|--|
| <b>Encourage and support economic development across the region.</b> | 5.1 | Promote the region as an attractive destination for Economic Development and investment.  | Deliver Partner Advocate | Review and begin implementation of the Economic Development and Tourism Strategy and action plan to support economic growth across the LGA.  |
|  | 5.2 | Develop and promote growth opportunities in designated locations across the LGA.  | Deliver Partner Advocate | Review and begin implementation of the Employment Lands Strategy to support economic growth across the LGA.  |
|  | 5.3 | Develop a framework to support and leverage Access Rights Funding and Community Benefit Funding from renewable energy projects and programs that will deliver tangible community outcomes.        | Advocate                 | Long term, high value community outcomes achieved through access to funding.   |
|  | 5.4 | Collaborate with small business to identify gaps in support services and provide tailored assistance, while advocating for support as required.   | Advocate                 | Support services available to business and utilisation of these.   |
| <b>Continue to develop strong and resilient communities.</b>         | 5.5 | We will support employers in meeting their workforce needs, implement initiatives to attract new residents and workers, and actively promote the region to attract new businesses and industries. | Deliver                  | Review and begin implementation of the Live Work Invest in River Country project, the Workforce Attraction Plan and other relevant initiatives to support current and potential local workforce needs. |
|  | 5.6 | Encourage upskilling and reskilling by seeking funding to establish a Country University Centre (CUC) in the region.  | Deliver Partner Advocate | CUC established and/or initiatives in place to support upskilling and reskilling within the LGA.   |
|  | 5.7 | Communities feel more resilient and prepared for future challenges.   | Deliver Partner Advocate | Review and begin implementation of the Adverse Events Plan including the development of Community Action Plans.  |



Goal:

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

| Strategic Objective                                |     | How will we achieve this?  | Role             | How will we measure progress?  |
|--|-----|--|------------------|--|
| <b>Promote and grow tourism across the region.</b> | 5.8 | Promote the region as an attractive destination for tourism.   | Deliver          | Review and begin implementation of the Economic Development and Tourism Strategy with a focus on <ul style="list-style-type: none"> <li>• Return on investment</li> <li>• Developing, attracting, supporting and promoting local attractions and events across the region.</li> <li>• Implementation of an annual marketing strategy.</li> <li>• Supporting industry to grow and develop.</li> </ul> |
|  | 5.9 | Forge collaborative partnerships with industry, community, and government organisations to foster a culture of innovation, sharing resources, knowledge, and best practices to drive creative solutions and support sustainable development. | Partner Advocate | Innovative solutions and projects supported and developed, where opportunities arise.  |

#### Responsible Directorates

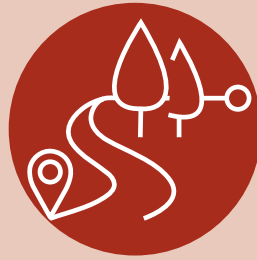
Community and Economic Development Directorate  
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### KEY PARTNERS

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



## CONNECTED COMMUNITIES

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





Goal:

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

| Strategic Objective  |     | How will we achieve this?   | Role                     | How will we measure progress?  |
|--|-----|---|--------------------------|--|
| <b>Digital connectivity &amp; communication infrastructure.</b>  | 6.1 | Collaborate on advancing digital infrastructure improvements.   | Deliver                  | Improved connectivity and quality of infrastructure.   |
| <b>Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b> | 6.2 | Road Asset Management Plan to be developed to deliver a financially sustainable road network across the LGA.  | Deliver                  | Review and implement the Road Assessment Plan taking into consideration current and emerging requirements.   |
|  | 6.3 | Pathways Plan to be developed considering sensitive design of pathways to consider environmental factors, accessibility and amenity.  | Deliver                  | Develop and begin implementation of Pathways Plan that creates assets and that are accessible for all.   |
|  | 6.4 | Consistent, accurate and compliant signage will continue to be updated and reviewed across the region.  | Deliver                  | Develop and begin implementation of an Infrastructure Signage Plan with a focus on updating road and pathway signage across the region.                              |
|  | 6.5 | Work with community to plan and consider long vehicle parking options.  | Deliver                  | Develop and begin implementation of a Long-vehicle Parking Plan ensuring feasible parking opportunities in all communities which is close to shops and town centres. |
|  | 6.6 | Drainage Program reviewed to encourage sensitive design of roads which consider environmental factors, accessibility and amenity.   | Deliver                  | Develop and begin implementation of a Drainage Program of Works.   |
|  | 6.7 | An Electric Vehicle (EV) Strategy will be developed to help plan the delivery of the public infrastructure requirements, in line with community needs (both now and into the future). | Deliver Partner Advocate | Develop and begin implementation of an Electric Vehicle (EV) Strategy with sufficient EV infrastructure available to meet the needs of the community.                |



Goal:

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

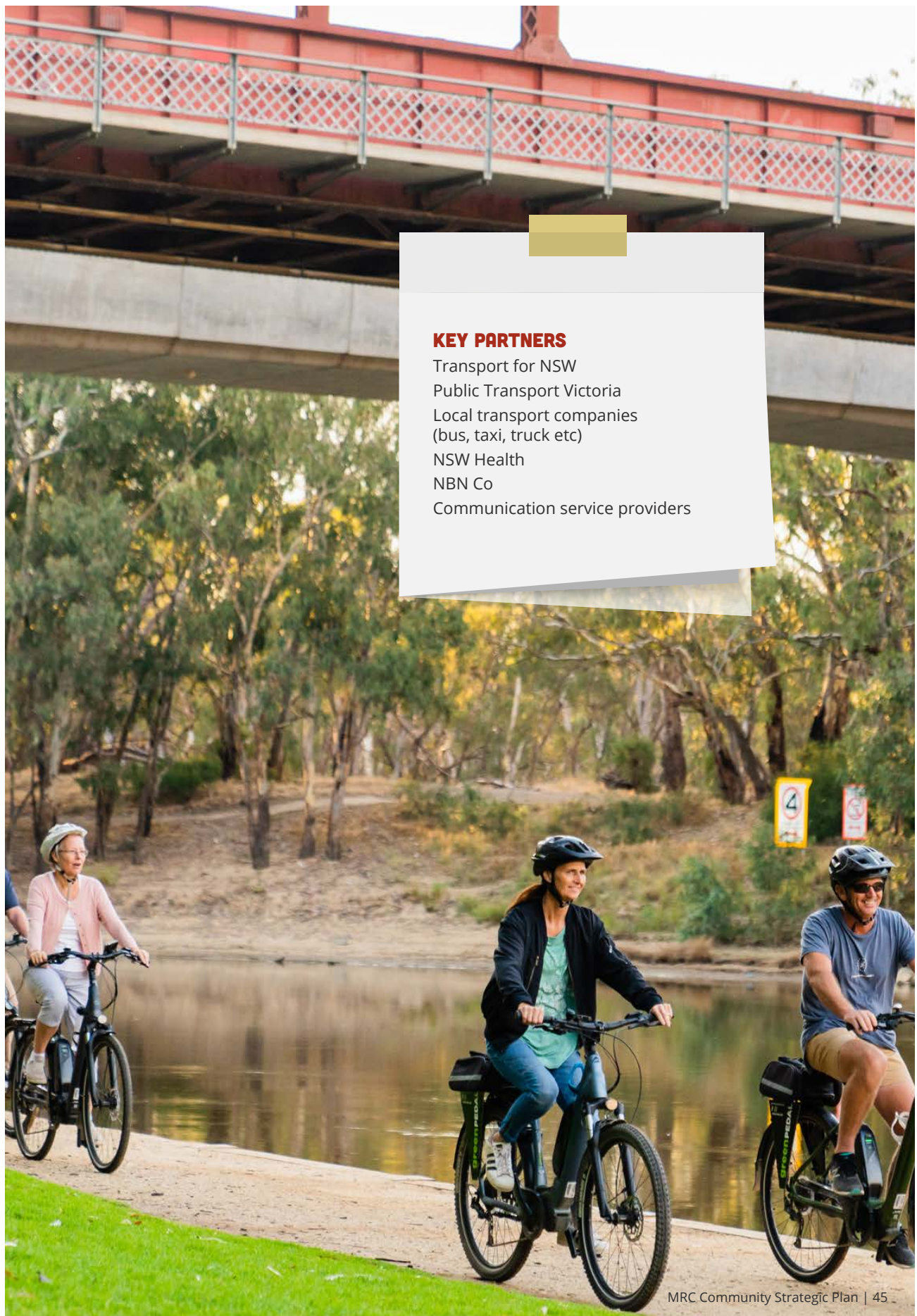
| Strategic Objective  |             | How will we achieve this?  | Role                     | How will we measure progress?  |
|--|-------------|--|--------------------------|--|
| <b>Advocate for improved public transport.</b>                   | 6.8         | Public Transport services that meet the community's needs.   | Partner Advocate         | Advocate for improved public transport (PT) services, as gaps are identified.  |
|  | 6.9         | Public Transport infrastructure meets the needs of the community.  | Deliver Partner Advocate | Continue to improve public transport (PT) related infrastructure, as feasible.   |
|  | 6.10        | Continue to deliver Community Transport options to a variety of community members.                         | Deliver Partner Advocate | Community transport services have been expanded to encompass various community needs.  |
| <b>Enable commercial transport and connection opportunities.</b> | 6.11        | Continue to review and implement new and upgraded truck and large vehicle parking areas across the region. | Deliver                  | New and upgraded truck and large vehicle parking areas developed, as feasible.   |
|  | 6.12<br>NEW | Improve governance around heavy freight movement across the LGA.   | Advocate                 | Develop and begin implementation of a plan to manage heavy freight movement across the region, including via the bridge network. |

#### Responsible Directorates

Infrastructure Directorate

Community and Economic Development Directorate

Corporate Services Directorate







## **TOMORROW'S TECHNOLOGIES**

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



Goal:

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

| Strategic Objective  |     | How will we achieve this?   | Role                     | How will we measure progress?   |
|--|-----|---|--------------------------|---|
| <b>Embed a geospatial driven system into Council processes, including public interface.</b>            | 7.1 | Continue development of the Council's Geospatial Information System (GIS) system.   | Deliver                  | GIS system available for use by internal and external users.  |
|  | 7.2 | Where practicable and financially viable, integrate field based and automated data capture processes.   | Deliver                  | Increase in extent of data captured at source and through automated processes.  |
|  | 7.3 | Continue to use new technologies (including AI) to manage council operations.   | Deliver                  | Number of instances where new technologies are trialled and/or embedded to enhance the effectiveness and/or the efficiencies of Council operations. |
| <b>Monitor emerging technologies to identify and explore possible future deployment opportunities.</b> | 7.4 | Access various data sources and utilise the information for analysis and decision making. Share this data with stakeholders where possible. Monitor various data sources to identify emerging technologies and assess viable use cases for Council as well as the wider region. | Deliver Partner          | Increase in monitoring and communication of emerging technologies to our communities and businesses.  |
|  | 7.5 | Foster partnerships with external organisations, such as WMLIG, higher education institutions, CSIRO, RAMJO, and DPHI with a view to promoting and supporting local business to implement advanced technologies.  | Deliver Partner Advocate | Number of partnerships developed and business engaged to provide information and advice.  |



Goal:

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

| Strategic Objective   |     | How will we achieve this?  | Role            | How will we measure progress?  |
|---|-----|--|-----------------|--|
| <b>To encourage, educate, support and enable environmentally sustainable approaches to energy management.</b> | 7.6 | Locally based renewable energy projects supported and established.   | Advocate        | Support provided to renewable energy generation projects located within the region, as projects emerge.                              |
|   | 7.7 | Framework developed and in place to incorporate current and potential Biodiversity & Carbon Offset requirements.           | Deliver Partner | Develop and begin implementation of a framework to manage the impending requirements of biodiversity and carbon offset requirements. |
|   | 7.8 | Investigate and where feasible (including availability of funding) implement renewable energy generation at Council sites. | Deliver         | Install solar generation at identified Council sites.  |
|   | 7.9 | Explore opportunities to include renewable energy components in Council's Power Purchase Agreements.                       | Deliver         | A renewable energy component is included in Council's large site PPA.  |

#### Responsible Directorates

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Infrastructure Directorate  
Corporate Services Directorate





### KEY PARTNERS

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

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council

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