

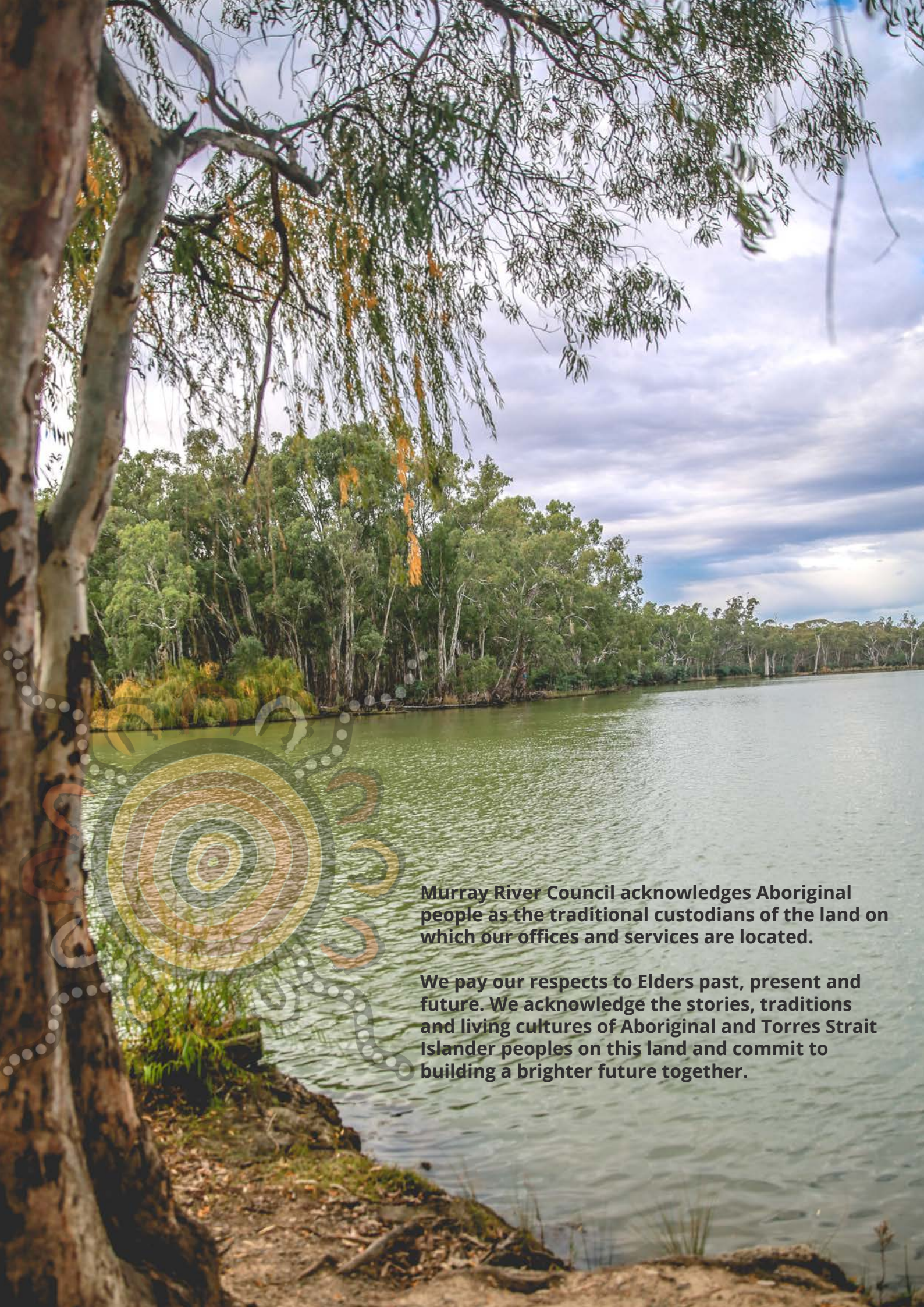


murray river  
council

*Delivery*  
**PROGRAM**  
**2025–2029**







**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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## 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.



# 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.





**O**ur **Delivery Program** is a statement of how Council aims to achieve the top-level goals identified in the Community Strategic Plan, and should be read in partnership with the latter.

Its life-cycle runs for the current Council term, and is reviewed and reported on at the end of this period in our State of the Region Report.

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

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

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

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Welcome.....

with

John Harvie

Welcome to our 2025-29 Delivery Program. This is an important multi-year planning document for Council and is the document that details the principal activities we will undertake during the current Council Term.

Developed in alignment with our Community Strategic Plan 2025-2035 (CSP), this Delivery Program translates long-term strategic goals into clear actions and initiatives. It outlines the key services, projects, and advocacy efforts that Council will undertake to enhance the liveability, sustainability, and economic vitality of our region.

Community input has been essential in shaping this program. Through consultation and collaboration when delivering our first CSP in 2022, and then the most recent updates in 2025, we have identified the priorities that matter most to our residents.

As you will see within the Delivery Program tables, there is a large focus on implementing the strategies, policies and plans we have developed over the previous Delivery Program. There is also a focus on operations, maintenance and renewals. This is to assist the community in understanding some of the 'behind-the-scenes' work council staff undertake to ensure business as usual continues.

Like most councils, resourcing is our biggest challenge. The entire local government sector in NSW is under incredible financial pressure due to increased cost shifting by state and federal governments and annual Financial Assistance Grants being cut in half since 1997.

Whilst we work towards delivering the projects and programs of works contained in this plan, we will also continue to focus on the financial sustainability of the organisation, including campaigning for significant increases in funding from both state and federal governments.

There are both challenges and opportunities in managing the growth of our region, and I believe we are well-equipped to deliver better outcomes for our communities.

So, as we work towards delivering this program through our yearly Operational Plans, we will ensure accountability and transparency remain at the core of our approach. Each year, we will report on our progress, ensuring that we remain on track and responsive to emerging challenges and opportunities.

I encourage our communities to provide feedback on whether we are delivering on our promises and getting things right. By working together, we can achieve great things!



Cr John Harvie  
MAYOR



# Council's Role

Although Council is the custodian of the Community Strategic Plan (CSP), it is not only our plan but that of our community too.

This means 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 is 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.



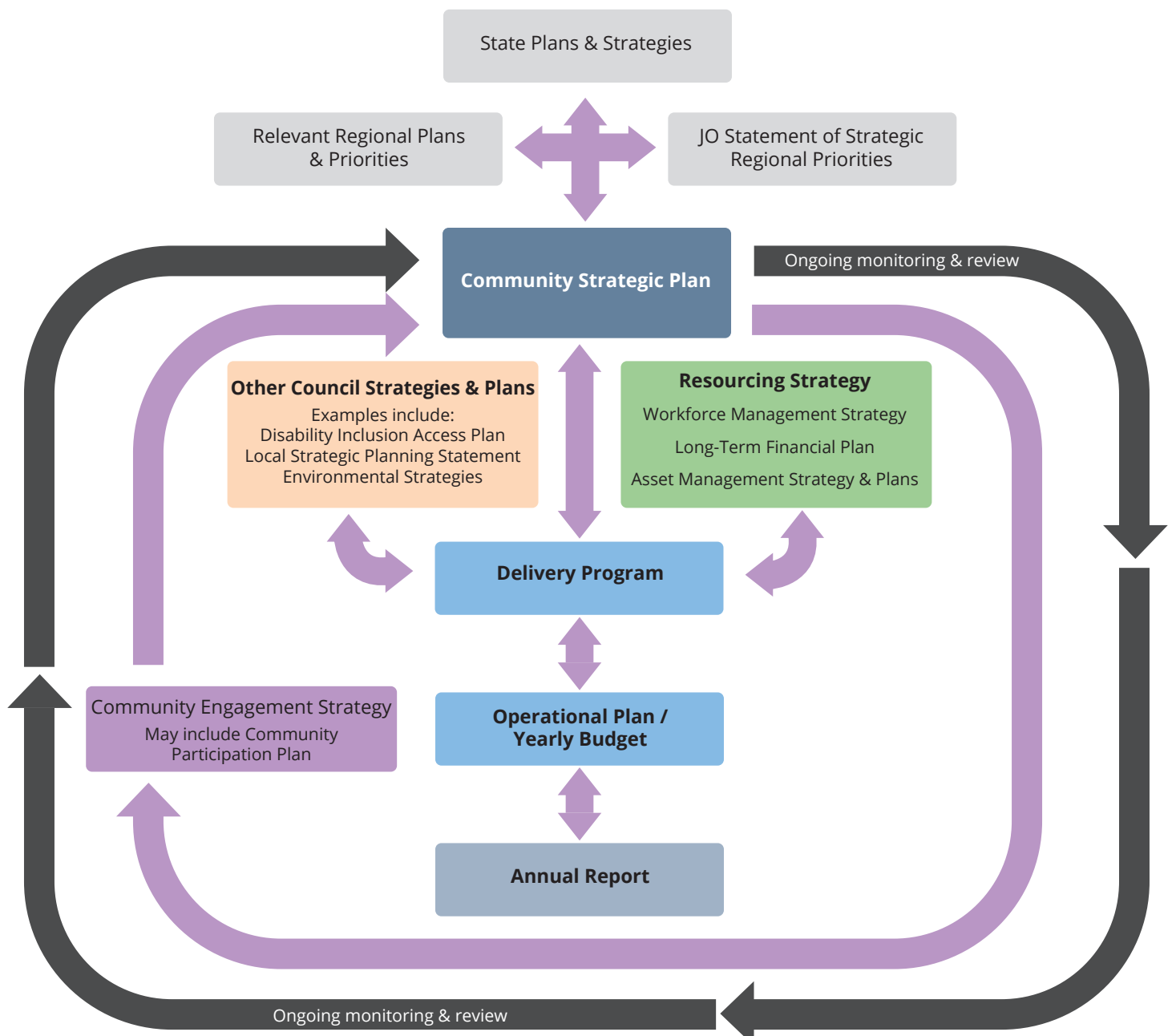
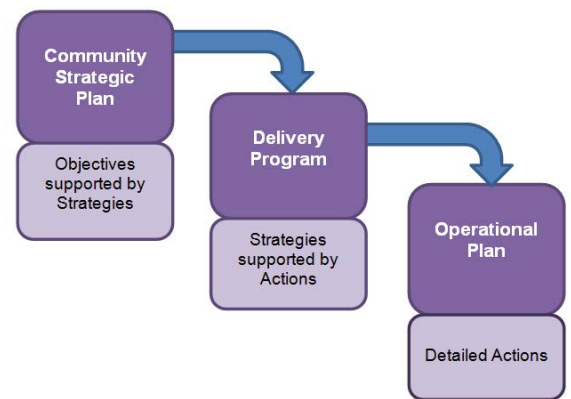


# Our Framework

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

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

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





# How we developed the Delivery Program.

## Incorporating community feedback

The first major redevelopment of our Community Strategic Plan (CSP) commenced in late 2021 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, which then informed the associated Delivery Program and Operational Plans.

Since that time, the organisation has worked to develop strategies and action plans that incorporate ideas submitted during the 2022 community consultation process. These ideas have been tested and refined along the way, and we have integrated as many as possible into our ongoing 'Business-as-Usual' processes.

Therefore, these strategies and actions plans remain at the heart of the 2025-29 Delivery Program.

Importantly, through the public exhibition stage of the draft 2025-35 CSP, feedback confirmed that the initiatives identified during the prior engagement processes still hold weight with our community. And so, like our top level CSP, this Delivery Program builds on the foundations of previous consultation efforts, ensuring continuity and alignment with ongoing community priorities.

## Reviewing our '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.

Fast forward to the development of this 2025-29 Delivery Program, we have reviewed the Parking Lot and determined more than 50% of the projects listed have either been completed or incorporated into Business as Usual, with many of the remaining items being deemed outside of Council's scope. Our Parking Lot remains, with some 40 items remaining for future investigation.



## Public Exhibition of the Delivery Program - March/April 2025

Prior to final endorsement of the 2025-29 Delivery Program, the community had further opportunity to offer feedback to ensure priorities remained, or to capture any changes in community sentiment.

While no direct community feedback was received, several additional suggestions were provided internally by managers for consideration. The lack of further community feedback highlights general support for the priorities and direction outlined in the Delivery Program, indicating alignment with community expectations.

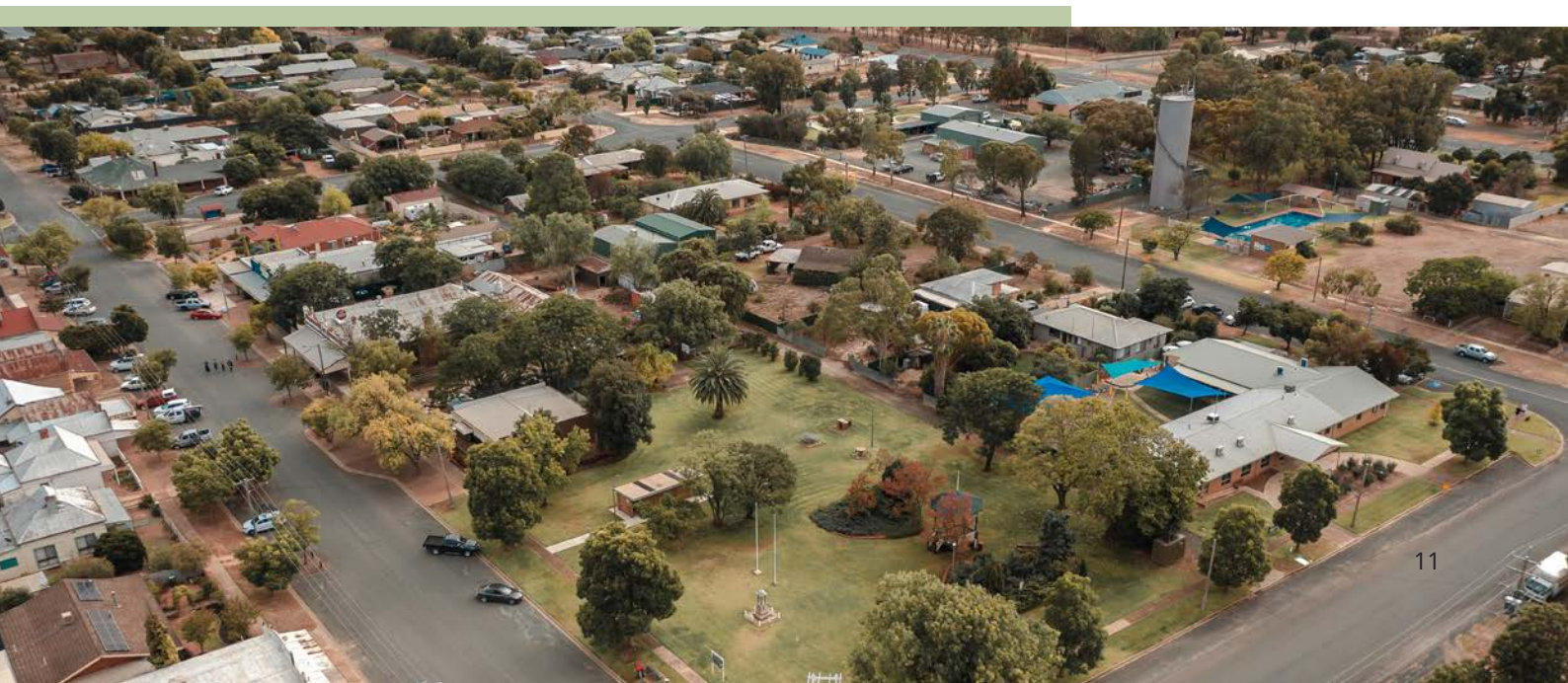


# Major Projects.

As we look to support our community's growth into the future, many projects identified in the CSP and DP have extended timeframes or are projects which many not commence for some years.

Some projects which have been identified to be completed over the coming 10-20 years include:

- **Advocating for the upgrade / replacement of the Swan Hill Bridge**
- **A new Water Treatment Plant in Moama**
- **Reviewing and updating the Local Housing Strategy**
- **Developing and implementing an Aquatic Strategy including splash parks**
- **Financial Sustainability of Council**
- **New and updated pound facilities**
- **Updating and implementing Recreation Reserve Master Plans**
- **Placemaking Master Plans for Moulamein, Murray Downs and Mathoura**
- **Upgrades to the Barham, Murray Downs and Moama Sewer Treatment Plants**
- **Expansion of industrial land across the region**
- **Ongoing implementation and support for the South West Region Renewable Zone**





# Reporting on our progress

Council is accountable for delivering and reporting on the Community Strategic Plan (CSP), Delivery Program and 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.

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






An aerial photograph of a park. In the upper left, there's a large green sports field. To its right is a baseball field with a dirt infield and green outfield. Below the sports fields, there's a playground area with a large blue canopy, a red canopy, and a grey canopy. The park is filled with many trees, some with green foliage and others with yellow or orange autumn leaves. A paved path winds through the park. In the background, there are some buildings and a parking lot.

# 2025 - 2029 Delivery Program





The Delivery Program and Operational Plan are structured on the seven Themes and associated Goals identified in the Community Strategic Plan 2025-2035.

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

The strategies, action plans, projects and programs of works are aligned with Councils Business Units to provide accountability for each activity. Practically, most projects, programs of works or strategies will be conducted across many business units and teams.



# How to read the Delivery Program

Related to the Strategic Objective identified in the CSP

Council's role in relation to the project or program of works to be delivered

Relates to the Theme and Goal as identified in the CSP

Strategic Objective - Facilitate Circular Economy

Code	Project or Programs of Works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1	Year 2	Year 3	Year 4
3.2: Develop and begin implementation of the Aquatics Strategy and action plan								
3.2.1	Develop and begin implementation of an Aquatics Strategy and action plan, to deliver a feasible level of service to the community.	Deliver	Aquatic Strategy developed and implementation has begun (in line with the Parks and Open Space Strategy).	Parks & Biosecurity.	✓	✓		

Detailed description of project or program of works to be undertaken to achieve the Strategic Objective

What will be achieved, facilitated, or undertaken

What year of the Delivery Program the project or program of works will commence or continue to be undertaken

Code corresponding to Operational Budget and Monthly Operating Report to allow for ease of reporting

Business Unit accountable for the outcome/deliverables





## A PLACE OF ENVIRONMENTAL SENSITIVITY

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

### KEY PARTNERS

NSW Public Works Advisory  
NSW Department of Planning and  
Environment  
NSW Health  
NSW Environment Protection Authority  
NSW Department of Primary Industries  
Murray Local Land Service  
RAMJO / Halve Waste  
Forestry NSW / NSW Parks and Wildlife  
Parks Victoria  
Tomra / Cleanaway  
Crown Lands  
Neighbouring councils  
NSW Farmer's Association  
Transport for NSW



## Strategic Objective - Facilitate circular economy.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>1.1</b>	<b>Enhance and promote waste and recycling programs in accordance with Council's Waste Strategy and compliance with EPA requirements.</b>							
1.1.1	Review the Waste Management Strategy.	Deliver, Partner	The current Waste Management Strategy is reviewed and a new Strategy developed with an accompanying action plan.	Waste & Compliance		✓		
1.1.2	Update and implement the items identified in the Action Plan	Deliver	Items identified in the WMS Action Plan are reviewed yearly and implemented.	Waste & Compliance	✓	✓	✓	✓
1.1.3		Deliver	Moama Waste Management Facility – Push Pit.	Waste & Compliance	✓			

## Strategic Objective - Protect, enhance and sustain the natural environment.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>1.2</b>	<b>Work towards creating a more Environmentally Sustainable Council.</b>							
1.2.1	Develop and implement an Environmental Sustainability Strategy	Deliver	Environmental Sustainability Strategy developed and implementation has begun.	Planning and Environment Directorate		✓	✓	✓
<b>1.3</b>	<b>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.</b>							
1.3.1	Weed and Vegetation Management Framework developed, and action plan implemented	Deliver	Weed and Vegetation Management Framework developed.	Parks & Biosecurity	✓			
1.3.2		Deliver	Weed and Vegetation Management Framework action plan implemented.	Parks & Biosecurity		✓	✓	✓
1.3.3		Deliver	Biosecurity - operations and maintenance.	Parks & Biosecurity	✓	✓	✓	✓
1.3.4		Deliver	Biosecurity – renewals.	Parks & Biosecurity	✓	✓	✓	✓
1.3.5		Deliver, Partner, Advocate	Work with relevant agencies to identify any natural habitat projects that Council can support and contribute to.	Parks & Biosecurity	✓	✓	✓	✓
1.3.6		Deliver, Partner, Advocate	Development and implementation of various frameworks and associated action plans, including options for seedling tree schemes to support revegetation of land previously impacted by priority weeds.	Parks & Biosecurity	✓	✓	✓	✓
1.3.7	Weed Action Plan reviewed and implemented in line with legislation and funding agreements	Deliver, Partner	Priority Weed Action Plan reviewed and future funding achieved.	Parks & Biosecurity	✓	✓	✓	✓
1.3.8		Deliver, Partner	Priority Weed Management priorities are communicated annually with the community.	Parks & Biosecurity	✓	✓	✓	✓



Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
1.3.9		Deliver, Partner	Identified State Priority Weeds reducing over time.	Parks & Biosecurity	✓	✓	✓	✓
1.3.10		Deliver	Biosecurity - operations and maintenance.	Parks & Biosecurity	✓	✓	✓	✓
1.3.11		Deliver	Biosecurity – renewals.	Parks & Biosecurity	✓	✓	✓	✓
<b>1.4</b>	<b>Prioritise and rehabilitate Landfills in line with the Waste Management Strategy.</b>							
1.4.1	Landfills identified in the Waste Management Strategy will be rehabilitated over the next 10-year period based on budget and risk.	Deliver	Koraleigh landfill to be rehabilitated.	Waste & Compliance		✓		
1.4.2		Deliver	Moulamein landfill to be rehabilitated.	Waste & Compliance				✓

### Strategic Objective – Increase awareness and education of environmental sustainability.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>1.5</b>	<b>Incorporation of sustainability (ESG) criteria in Procurement Policy and Procedures</b>							
1.5.1	Procurement Policy to be reviewed and ESG factors incorporated into process to ensure sustainable outcomes wherever value for money is not adversely affected.	Deliver	Updated Procurement Policy and Procurement Procedure to incorporate processes to evaluate environmental, social and economic sustainability factors in all purchasing.	Legal, Property & Procurement	✓			
1.5.2		Deliver	Identification on Council's purchasing system of suppliers who meet nationally or internationally recognised sustainability standards.	Legal, Property & Procurement		✓		
<b>1.6</b>	<b>Ongoing development, review and implementation of schools, early childhood and community education programs focusing on various Council Services.</b>							
1.6.1	Programs developed and facilitated across the region on an as requested basis or as need arises from regulations.	Deliver	Education Program - Water efficiency and impacts on water sources.	Community Engagement	✓	✓	✓	✓
1.6.2		Deliver	Education Program - Sewer systems – The Three P's.	Community Engagement	✓	✓	✓	✓
1.6.3		Deliver, Partner	Education Program - FOGO, Waste and Recycling.	Community Engagement / Waste & Compliance	✓	✓	✓	✓
1.6.4		Deliver, Partner	Education Program - Compliance activities.	Community Engagement / Waste & Compliance	✓	✓	✓	✓
1.6.5		Deliver, Partner	Education Program - Weeds and Biosecurity.	Community Engagement / Parks & Biosecurity	✓	✓	✓	✓
1.6.6		Deliver	Education Program - Environmental Health.	Community Engagement / Waste & Compliance	✓	✓	✓	✓





## A PLACE OF PROGRESSIVE LEADERSHIP

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

### KEY PARTNERS

Service NSW  
Various business/commerce groups  
Office of Local Government NSW  
Marketing groups  
S355 committees  
Volunteers



## Strategic Objective - Deliver exceptional and consistent service to our internal and external community.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>2.1</b>	<b>Ensure we provide clear, concise and consistent information which is easily accessed.</b>							
2.1.1	Enhanced community satisfaction through improved access to information and services, with increased engagement and greater accessibility for all stakeholders, including diverse groups.	Deliver	Develop and implement a Customer Experience Strategy which focuses on the holistic Customer Journey.	Customer Service	✓	✓		
2.1.2		Deliver	Develop and implement the Customer Experience Action Plan.	Customer Service		✓	✓	✓
2.1.3		Deliver, Partner	Implement an annual customer satisfaction survey which allows for benchmarking to be achieved and reviewed to determine long term customer satisfaction (across all Council services).	Customer Service	✓	✓	✓	✓
2.1.4		Deliver, Partner	Measure and compare year-on-year performance and benchmark against other comparable councils.	Corporate Services Directorate	✓	✓	✓	✓
2.1.5		Deliver	Review and implement a Customer Service Strategy.	Customer Service	✓			
2.1.6		Deliver	Review and implement a Customer Service Action Plan (Service Delivery Plan developed, Service Level Agreements developed (Customer Service and Whole of Business)).	Customer Service	✓	✓	✓	✓
2.1.7		Deliver	Review and implement a Customer Service Charter (whole of business charter) with a focus on customer enquiries, complaints and requests.	Customer Service	✓	✓		
2.1.8		Deliver	Required information and modelling outputs are presented to Councillors to enable informed decision on setting General Rates, Utility Charges and Fees.	Corporate Services Directorate / Finance	✓	✓	✓	✓
2.1.9		Deliver	Reasonable and practical budgets are prepared and adopted by Council within statutory timeframes.	Finance	✓	✓	✓	✓
2.1.10		Deliver	Comprehensive accurate and timely financial reports (audited where required) delivered on a regular basis.	Finance	✓	✓	✓	✓
2.1.11		Deliver	Required statutory reports compiled and delivered on a timely basis.	Governance & Risk / Assets	✓	✓	✓	✓
2.1.12		Deliver	Statutory information requests are responded to within required timeframes.	Governance & Risk	✓	✓	✓	✓
2.1.13		Deliver	Review and implement a Complaints Management Policy and Procedure (community-based complaints & whole of business).	Customer Service / Governance & Risk	✓	✓	✓	
2.1.14		Deliver	Fully integrated Customer Request Management System (CRMS) implemented.	Customer Service / Information Technology & Software			✓	✓



Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
2.1.15		Deliver	Introduction of Customer Request and Customer Communication Journey mapping.	Customer Service		✓		
2.1.16		Deliver	Ensure Accessibility guidelines are adhered to including in but not limited to broadcast, print and social media including Councils websites.	Community Engagement	✓	✓	✓	✓
2.1.17		Deliver	Establish a Councillor Request function within the overall Customer Request Management (CRM) module incorporating a mechanism for service level measurement.	Corporate Services Directorate / Governance & Risk		✓	✓	✓
<b>2.2</b>	<b>Review Council's services to align to the 10-Year Long Term Financial Process.</b>							
2.2.1	Council Services reviewed and prioritisation completed	Deliver	IT Infrastructure and Security Roadmap Project developed, and implementation has begun.	Information Technology & Software	✓	✓	✓	✓
2.2.2		Deliver	Information Management Plan developed, implemented, and audited annually.	Information Technology & Software		✓	✓	✓
2.2.3		Deliver	Deployment of new enterprise software solutions completed with staff training and adoption metrics.	Information Technology & Software	✓	✓	✓	✓
2.2.4		Deliver	Conduct ongoing lifecycle replacement of ICT hardware, including servers, networking, end-user devices and delivering access to technology across council.	Information Technology & Software	✓	✓	✓	✓
2.2.5		Deliver	Options for restoration of Council's financial sustainability presented to Council and a strategy adopted by Council.	Chief Executive Office / Corporate Services Directorate	✓	✓		
2.2.6		Deliver	Internal Service Review Completed.	Chief Executive Office / Corporate Services Directorate	✓			
2.2.7		Deliver	Define Council's Operational services and develop a Service Level Strategy.	Chief Executive Office	✓	✓		
2.2.8		Deliver	Deliver internal customer service in line with Service Level Strategy.	Chief Executive Office	✓	✓	✓	✓
2.2.9		Deliver	Council Assets including yellow and grey fleet, ICT etc managed in line with Best Practise opportunities (renewals, maintenance etc).	Legal, Property, Procurement / Assets / Information Technology & Software	✓	✓	✓	✓
2.2.10		Deliver, Partner, Advocate	Review external community services such as Service NSW, Banking, V/Line, and Services Australia, weighing the costs and benefits, and exploring innovative ways to improve service efficiency.	Customer Service	✓	✓	✓	✓
2.2.11		Deliver	Council's risk appetite and Risk Management Framework reviewed. Revised as required and adopted.	Governance & Risk	✓			



Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
2.2.12		Deliver	Optimal insurance policies are in place for all insurable risks.	Governance & Risk	✓	✓	✓	✓
<b>2.3</b>	<b>Review Statutory Planning &amp; Building processes and communication material to assist with higher quality applications from customers</b>							
2.3.1	Statutory Planning & Building processes and communication material reviewed, and implementation has begun.	Deliver	80% Of approvals within statutory timeframes.	Development Services	✓	✓	✓	✓
2.3.2		Deliver	Update Development Services Charter.	Development Services	✓		✓	
2.3.3		Deliver	Improve education and use development forums for frequently and more meaningfully.	Development Services	✓	✓	✓	✓
2.3.4		Deliver	Develop a / review and update the policy relating to Developer Contributions (including possible concessions).	Development Services	✓	✓		
<b>2.4</b>	<b>Ensure development applications are assessed and determined within appropriate timeframes</b>							
2.4.1	Resource the Development Services team adequately to meet Statutory timelines.	Deliver	Budget for and develop an ongoing cadetship program.	Development Services	✓	✓	✓	✓
<b>2.5</b>	<b>Develop and begin implementation of Council's Compliance Strategy to ensure mandatory statutory obligations are met.</b>							
2.5.1	Develop and begin implementation of the Compliance Strategy and action plan.	Deliver	Strategy developed – with a focus on identifying Core business priorities.	Waste & Compliance	✓			
2.5.2		Deliver	Action plan developed and implementation has begun.	Waste & Compliance		✓		
2.5.3		Deliver	Compliance - operations and maintenance tasks.	Waste & Compliance	✓	✓	✓	✓
2.5.4		Deliver	Compliance – renewals.	Waste & Compliance	✓	✓	✓	✓
2.5.5		Deliver, Partner, Advocate	MOU or agreements in place with partner agencies or adjoining councils.	Planning & Environment Directorate	✓	✓	✓	✓
<b>2.6</b>	<b>Develop and begin implementation of Council's Cemeteries Management Strategy to ensure compliance with regulations</b>							
2.6.1	Develop and begin implementation of the Cemeteries Management Strategy and associated documents.	Deliver	Develop a Council Cemeteries Management Strategy in line with emerging legislative requirements.	Customer Service / Parks & Biosecurity		✓	✓	
2.6.2		Deliver	Develop a Service Level Agreement for cemeteries to ensure clear service expectations, enhance accountability and maintain operational efficiency and compliance.	Customer Service / Parks & Biosecurity	✓	✓	✓	✓
2.6.3		Deliver	Undertake an updated asset review of all Council cemeteries.	Customer Service / Parks & Biosecurity / Assets	✓	✓	✓	✓
2.6.4		Deliver	Cemetery - operations and maintenance.	Parks & Biosecurity / Customer Service	✓	✓	✓	✓
2.6.5		Deliver	Cemetery – renewals	Parks & Biosecurity / Project Management Office	✓	✓	✓	✓



## Strategic Objective – Continue to be a trusted and ethical leader that leads by example.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>2.7</b>	<b>We will strengthen our reputation across the region by building strong, positive relationships with our communities and demonstrating accountability in all our actions and decisions.</b>							
2.7.1	We will engage regularly with our communities through consultations and transparent communication, ensuring that feedback is valued and reflected in our decisions. By demonstrating accountability and responsiveness, we will build trust, strengthen relationships, and enhance our reputation across the region.	Partner	Projects and initiatives delivered and supported in partnership with business and community organisations.	Economic Development & Tourism	✓	✓	✓	✓
2.7.2		Deliver Partner	Progress on the implementation of the Disability Inclusion Action Plan, with key milestones achieved and stakeholder feedback collected to assess the plan's effectiveness in improving accessibility and inclusion for people with disabilities.	Economic Development & Tourism	✓	✓	✓	✓
<b>2.8</b>	<b>Review and improve our recruitment and staff retention programs</b>							
2.8.1	Develop and begin implementation of the People and Culture Strategy and action plan.	Deliver	Develop and begin implementation of the People and Culture Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.8.2		Advocate	Council's new Values are embedded into internal processes.	People & Culture	✓	✓	✓	✓
2.8.3		Deliver	Ongoing development of the Emerging Leaders program – looking at several levels of the program to be rolled out.	People & Culture	✓		✓	
2.8.4		Deliver	Development of Ascending Managers Program.	People & Culture		✓		✓
2.8.5		Advocate	Further professional development opportunities for all staff.	People & Culture	✓	✓	✓	✓
2.8.6		Deliver	Role specific mandatory training, licences and qualifications planned for and undertaken across the organisation.	People & Culture	✓	✓	✓	✓
2.8.7		Partner	Focus on successful engagement and fulfilment of cadetships and School-based apprenticeships.	People & Culture		✓		✓
2.8.8		Partner	Ongoing commitment to invest in our Community Leadership program by sponsoring one emerging community leader through the Fairley Leadership Program	People & Culture	✓	✓	✓	✓
2.8.9	Develop and begin implementation of the Work, Health and Safety Strategy and action plan	Deliver	Develop and begin implementation of the Work, Health and Safety Strategy and begin implementation of the action plan.	People & Culture	✓	✓	✓	✓
2.8.10	Develop and begin implementation of a Wellbeing Strategy and action plan	Deliver	Develop and begin implementation of a Wellbeing Strategy and begin implementation of the action plan	People & Culture	✓	✓	✓	✓

Strategic Objective - Achieve community driven results through collaboration and engagement (community and stakeholders).

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>2.9</b>	<b>Improve Council and Community collaboration and interaction opportunities.</b>							
2.9.1	Increased opportunities for Councillor and community interaction to occur.	Deliver	Meet the Council BBQ events / Pop in sessions – Councillors and Staff to attend.	Chief Executive Office	✓	✓	✓	✓
2.9.2	Increase Council and Community collaboration and support opportunities.	Deliver, Partner, Advocate	Ongoing support of Council offered Community Grants program.	Economic Development & Tourism	✓	✓	✓	✓
2.9.3	Successful implementation of the IP&R requirements	Deliver	Development and ongoing implementation of the CSP and DP.	Community Engagement	✓	✓	✓	✓
2.9.4		Deliver	Development and ongoing implementation of the Asset Management Strategy and Plans.	Assets	✓	✓	✓	✓
2.9.5		Deliver	Development and ongoing implementation of the Workforce Plan.	People & Culture	✓	✓	✓	✓
2.9.6		Deliver	Development and ongoing implementation of the Long Term Financial Plan.	Finance	✓	✓	✓	✓
<b>2.10</b>	<b>Review and continue to improve Council's Community Engagement Framework</b>							
2.10.1	Review and begin implementation of the Community Engagement Framework and toolkits.	Deliver	Community Engagement embedded into Project Management Framework.	Community Engagement	✓	✓	✓	✓
2.10.2		Deliver	Community Engagement Toolkit further developed and implementation has begun.	Community Engagement	✓	✓	✓	✓
2.10.3		Deliver	Review and update the Community Engagement Strategy.	Community Engagement				✓
2.10.4		Deliver	Review and begin implementation of the Community Engagement Action Plan.	Community Engagement	✓	✓	✓	✓





## A PLACE OF LIVEABLE COMMUNITIES

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

### KEY PARTNERS

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

## Strategic Objective – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>3.1</b>	<b>Review and begin implementation of the Parks and Open Spaces Strategy and update recreation master plans as appropriate</b>							
3.1.1	Review and begin implementation of the Parks and Open Space Strategy and action plan, including the review of recreation master plans as required.	Deliver	Review Parks and Open Space Strategy 2024-34	Parks & Biosecurity				✓
3.1.2		Deliver	Action plan developed and implementation has begun reflecting actions from the Strategy and the Service Delivery Plan	Parks & Biosecurity	✓	✓	✓	✓
3.1.3		Deliver	Identify and plan for Recreation Master Plans which require updates	Parks & Biosecurity	✓			
3.1.4		Deliver	Ongoing implementation of the Barham, Moama and Tooleybuc Recreation Reserve Master Plans	Parks & Biosecurity	✓	✓	✓	✓
3.1.5		Deliver	Koraleigh Recreation Master Plan	Parks & Biosecurity	✓			
3.1.6		Deliver	Buildings – Recreation Reserve buildings and other structures – renewals	Buildings & Facilities / Parks & Biosecurity	✓	✓	✓	✓
3.1.7		Deliver	Buildings – Recreation Reserve buildings and other structures – upgrades	Buildings & Facilities / Parks & Biosecurity	✓	✓		
3.1.8		Deliver	Buildings – Recreation Reserve buildings and other structures – operations and maintenance	Buildings & Facilities / Parks & Biosecurity	✓	✓	✓	✓
3.1.9		Deliver	Parks and Open Spaces - operations and maintenance	Parks & Biosecurity	✓	✓	✓	✓
3.1.10		Deliver	Sport and Recreations – operations and maintenance	Parks & Biosecurity	✓	✓	✓	✓
<b>3.2</b>	<b>Develop and begin implementation of the Aquatics Strategy and action plan</b>							
3.2.1	Develop and begin implementation of an Aquatics Strategy and action plan, to deliver a feasible level of service to the community.	Deliver	Aquatic Strategy developed and implementation has begun (in line with the Parks and Open Space Strategy).	Parks & Biosecurity		✓	✓	
3.2.2		Deliver	Action plan developed and implementation has begun.	Parks & Biosecurity		✓	✓	
3.2.3		Deliver	Aquatic renewals and upgrades – exiting assets.	Parks & Biosecurity	✓	✓	✓	✓
3.2.4		Deliver	Aquatic operations and maintenance – exiting assets.	Parks & Biosecurity	✓	✓	✓	✓
<b>3.3</b>	<b>Review and begin implementation of the Building Strategy.</b>							
3.3.1	Review and begin implementation of the Building Strategy and action plan, reflecting the delivery of a feasible level of service to the community.	Deliver	Action plan developed and implementation has begun.	Buildings & Facilities		✓		
3.3.2		Partner	Determine a feasible level of service to the community.	Buildings & Facilities		✓		
3.3.3		Deliver	Installation and management of CCTV devices as identified in the Building Strategy.	Buildings & Facilities / Information Technology & Software	✓	✓	✓	✓
3.3.4		Deliver	Buildings – general Council buildings – renewals.	Buildings & Facilities	✓	✓	✓	✓



Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
3.3.5		Deliver	Buildings – general Council buildings – operations and maintenance.	Buildings & Facilities	✓	✓	✓	✓
3.3.6		Deliver	Buildings – Waste Facilities – renewals and upgrades.	Buildings & Facilities	✓	✓	✓	✓
3.3.7		Deliver	Buildings – Waste – operations and maintenance.	Buildings & Facilities	✓	✓	✓	✓
3.3.8		Deliver	Buildings – Water Facilities – renewals and upgrades.	Buildings & Facilities	✓	✓	✓	✓
3.3.9		Deliver	Buildings – Water – operations and maintenance.	Buildings & Facilities	✓	✓	✓	✓
3.3.10		Deliver	Buildings – Sewer Facilities – renewals and upgrades.	Buildings & Facilities		✓	✓	
3.3.11		Deliver	Buildings – Sewer – operations and maintenance.	Buildings & Facilities	✓	✓	✓	✓
3.3.12		Deliver	Building demolition and removal (across various townships).	Buildings & Facilities	✓	✓	✓	✓
3.3.13		Deliver	Building Upgrades / New buildings.	Buildings & Facilities		✓	✓	✓
<b>3.4</b>	<b>Develop and begin implementation of the Amenities Strategy.</b>							
3.4.1	Develop and begin implementation of the Amenities Strategy and action plan.	Deliver	Strategy and Action plan developed and implementation has begun.	Buildings & Facilities / Parks & Biosecurity	✓			
3.4.2		Deliver	Mapping and strategy to include focus on dump points and water filling locations for touring vehicles.	Buildings & Facilities / Parks & Biosecurity		✓	✓	
3.4.3		Deliver	Buildings – existing amenities building – renewals and upgrades.	Buildings & Facilities / Parks & Biosecurity	✓	✓		
3.4.4		Deliver	Buildings – existing amenities – operations and maintenance.	Buildings & Facilities / Parks & Biosecurity	✓	✓	✓	✓
3.4.5		Deliver	Buildings – new amenities building as identified in the strategy and action plan.	Buildings & Facilities / Parks & Biosecurity		✓	✓	✓
3.4.6		Deliver	Buildings – new amenities – operations and maintenance.	Buildings & Facilities / Parks & Biosecurity		✓	✓	✓
<b>3.5</b>	<b>Develop and begin implementation of a River Infrastructure Strategy</b>							
3.5.1	Develop and begin implementation of a documentation surrounding boat ramps, wharfs, retaining walls and pontoons	Deliver	Strategy developed for the ongoing development, maintenance and management of Wharfs and Boat ramps.	Works / Parks & Biosecurity			✓	✓
3.5.2		Deliver	Action Plan developed and implementation has begun.	Works / Parks & Biosecurity			✓	✓
3.5.3		Deliver	Asset Management Plans developed relating to the monitoring and maintenance of river infrastructure including retaining walls and pontoons.	Works / Parks & Biosecurity / Assets			✓	✓

## Strategic Objective - Enable development of liveable communities.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>3.6</b>	<b>Monitor, review and begin implementation of the Local Housing Strategy including considerations for affordable housing options</b>							
3.6.1	Review and update the Local Housing Strategy.	Deliver	Local Housing Strategy, updated and adopted by both Council and DPHI.	Development Services	✓	✓		
3.6.2	New subdivisions released in sequence and diversity of housing products considered in line with projected population growth for our LGA.	Advocate	Advocate for affordable housing options within new and existing residential releases of land.	Development Services	✓	✓	✓	✓
3.6.3		Deliver, Advocate	Consider manufactured home estates in appropriate areas	Development Services	✓	✓	✓	✓
3.6.4		Advocate	Advocate for over 55s lifestyle villages within the LGA.	Community Economic Development Directorate	✓	✓	✓	✓
3.6.5		Deliver Partner	Develop / Review a Management Plan for Council owned Caravan parks.	Community Economic Development Directorate	✓	✓	✓	✓
<b>3.7</b>	<b>Review and implementation of the various strategies which influence Council's approach to Regulatory Assurance Framework (RAF) – formally known as Integrated Water Cycle Management.</b>							
3.7.1	Develop and begin implementation of the Integrated Water Cycle Management Strategy and action plan.	Deliver	Integrated Water Cycle Management Strategy and Action Plan developed, and implementation has begun in line with State and Federal Government Regulations - Includes sewer, drinking water, raw water, drought management	Water & Waste water	✓	✓	✓	✓
3.7.2	Develop and begin implementation of the Regulatory Assurance Framework (to begin after IWCM is adopted)	Deliver	Regulatory Assurance Framework assessments to be undertaken yearly after the IWCM is adopted and implementation has begun, and implementation has begun.	Water & Waste water	✓	✓	✓	✓
3.7.3	Water Services (drinking water) reviewed, and action plans implemented as per the Asset Management Plans	Deliver	Water Filtration Plant upgrades investigated, actions identified and begin implementation across the network.	Water & Waste water	✓	✓	✓	✓
3.7.4		Deliver	Moama Water Treatment Plant upgrades (existing plant).	Water & Waste water	✓	✓	✓	✓
3.7.5		Deliver	Reticulation Network renewals (all infrastructure, SCADA, meters), upgrades and analysis (across various townships).	Water & Waste water	✓	✓	✓	✓
3.7.6		Deliver	New / Renewal of Building Assets.	Water & Waste wate		✓	✓	✓
3.7.7		Deliver	Water supply, treatment and distribution operations (raw and filtered).	Water & Waste water	✓	✓	✓	✓
3.7.8	Water Services (raw water) reviewed, and action plans implemented as per the Asset Management Plans	Deliver	Reticulation Network renewals (all infrastructure, SCADA, meters), upgrades and analysis (across various townships)	Water & Waste water	✓	✓	✓	✓
3.7.9		Deliver	Barham Sewer Treatment Plant upgrades and associated works.	Water & Waste water	✓	✓	✓	✓



Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
3.7.10	Sewer Services reviewed and action plans implemented as per the Asset Management Plans	Deliver	Moama Sewer Treatment Plant upgrades and associated works.	Water & Waste water	✓	✓	✓	
3.7.11		Deliver	Murray Downs Sewer Treatment Plant upgrades and associated works.	Water & Waste water	✓		✓	✓
3.7.12		Deliver	Sewer Treatment Plant general renewals.	Water & Waste water	✓		✓	
3.7.13		Deliver	Sewer General Network Odour Control.	Water & Waste water	✓	✓	✓	✓
3.7.14		Deliver	Sewer General Network CCTV condition inspections.	Water & Waste water	✓	✓	✓	✓
3.7.15		Deliver	Sewer General Network SCADA upgrades.	Water & Waste water		✓	✓	✓
3.7.16		Deliver	Sewer Network - replacement / relining.	Water & Waste water	✓	✓	✓	✓
3.7.17		Deliver	Sewer Network – Pump Stations renewals.	Water & Waste water	✓	✓	✓	✓
3.7.18		Deliver	Sewer Treatment and collection – operations.	Water & Waste water	✓	✓	✓	✓
3.7.19	Stormwater Services reviewed and action plans implemented as per the Asset Management Plans	Deliver	Stormwater Services Strategy and Action Plan developed and implementation has begun	Water & Waste water / Works	✓	✓	✓	✓
3.7.20		Deliver	Moama Stormwater (Overland flood study) Study completed.	Works / Project Management Office	✓			
3.7.21		Deliver	Stormwater Basin – upgrades.	Water & Waste water	✓	✓	✓	✓
3.7.22		Deliver	Stormwater Reticulation network (pipework and pump stations).	Water & Waste water	✓	✓	✓	✓
3.7.23		Deliver	Stormwater Network operations and maintenance (across various townships).	Works / Water & Waste water	✓	✓	✓	✓
3.7.24		Deliver	Stormwater capture and reuse operations.	Water & Waste water	✓	✓	✓	✓
3.7.25	Drought Contingency and Emergency Response Plan (DCERP) developed, and action plans implemented	Deliver, Partner	Drought Contingency and Emergency Response Plan (DCERP) developed, and action plans implemented	Water & Waste water	✓	✓	✓	✓
3.7.26	Flood Management Services and Strategies reviewed, and action plans implemented	Deliver	Flood Management Strategy, Framework and Action Plan developed and implementation has begun.	Works / Project Management Office	✓	✓	✓	✓
3.7.27		Deliver	Moulamein Flood Study completed.	Works / Project Management Office	✓			
3.7.28		Deliver	Begin implementation of the Echuca Moama Torrumbarry Flood Study - development of the EMFS Risk Mitigation Plan.	Works / Project Management Office			✓	
3.7.29		Deliver	Barham Flood Study completed.	Works / Project Management Office	✓	✓		

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
3.7.30		Deliver	Mathoura and Picnic Point Flood Study completed.	Works / Project Management Office	✓	✓		
3.7.31		Deliver	Levee Bank operations and maintenance (across various townships) (notes - includes training, inspections, maintenance, general operations).	Works	✓	✓	✓	✓
3.7.32		Deliver	Levee Bank upgrades (across various townships) (note as per flood studies and flood action plan).	Works / Project Management Office	✓	✓	✓	✓

*Strategic Objective - Delivery best practice and complaint waste and recycling service and infrastructure that meets community needs.*

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>3.8</b>	<b>Review and begin implementation of the Waste Management Strategy.</b>							
3.8.1	Review and begin implementation of the Waste Management Strategy, in line with emerging legislation and policy changes to ensure Best Practise and compliance.	Deliver	Kerbside Collection Services – general operations, maintenance, renewals, new services.	Waste & Compliance	✓	✓	✓	✓
3.8.2		Deliver	Landfill and transfer stations – general operations, maintenance, renewals, weighbridge.	Waste & Compliance	✓	✓	✓	✓
3.8.3		Deliver	Landfill investigation and design for new sites.	Waste & Compliance	✓	✓	✓	✓
3.8.4		Deliver, Partner	Return and Earn.	Waste & Compliance	✓	✓	✓	✓
3.8.5		Deliver	Street Litter.	Waste & Compliance	✓	✓	✓	✓



## Strategic Objective - Strategic planning which produces consistent, strategic, transparent outcomes.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>3.9</b>	<b>Begin preparation of Master plans / Township plans for placemaking outcomes.</b>							
3.9.1	Master Plans and Township Plans to be created on an as needs basis.	Deliver	Priority listing to be developed to investigate and prioritise townships for placemaking, masterplans and streetscaping.	Planning & Environment Directorate				✓
3.9.2	Priority locations for placemaking and townships identified and investigation / design has begun.	Deliver	Placemaking investigation and design – Meninya Street.	Works / Project Management Office	✓	✓	✓	✓
3.9.3		Deliver	Placemaking investigation and design – Meninya Street South Precinct.	Works / Parks & Biosecurity / Economic Development & Tourism / Project Management Office / Buildings & Facilities	✓	✓	✓	✓
3.9.4		Deliver	Placemaking investigation and design – Horseshoe Lagoon Master plan implementation.	Parks & Biosecurity / Economic Development & Tourism / Project Management Office	✓	✓	✓	✓
3.9.5		Deliver	Placemaking investigation and design – Murray Downs.	Development Services	✓	✓		
3.9.6		Deliver	Placemaking investigation and design – Moulamein.	Development Services	✓	✓		
3.9.7		Deliver	Placemaking investigation and design – Mathoura.	Development Services	✓	✓	✓	
<b>3.10</b>	<b>Continue to review and monitor relevant planning instruments used for Council planning decisions including but not limited to the DCP and LEP.</b>							
3.10.1	Prepare new Development Control Plan and New Local Environment Plan for MRC, with the DCP being the first priority.	Deliver	Development Control Plan – review and adopt.	Development Services		✓	✓	
3.10.2		Deliver	Local Environment Plan – review and adopt.	Development Services	✓	✓	✓	✓
<b>3.11</b>	<b>Review unused land and building assets and apply a consistent and financially strategic approach to disposal or repurposing</b>							
3.11.1	Ongoing review of Council assets not utilised to their fullest extent with the view to repurposing or disposal of the relevant asset/s.	Deliver	All assets should be utilised to the fullest extent possible to ensure operational (and capital) expenses are balanced with a genuine need for the asset. Where that is not able to be achieved, assets should be either repurposed to that end, or disposed of in a transparent and commercial manner.	Legal, Property & Procurement / Assets			✓	



## A PLACE OF INCLUSION, CULTURE & WELLBEING

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

### KEY PARTNERS

Murrumbidgee Local Health Network  
NSW Health  
Transport for NSW  
South West Arts  
Local First Nation's Communities  
Various Community Groups  
Education providers



## Strategic Objective - Develop community led strategies with a focus on social connections, social fabric and a sense of belonging.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>4.1</b>	<b>Support initiatives that enhance social cohesion and a sense of belonging</b>							
4.1.1	Increased opportunities and engagement in community programs and events.	Deliver	Develop a Libraries Strategy.	Customer Service		✓	✓	
4.1.2		Deliver, Partner	Develop and begin implementation of a Libraries Service Level Agreement document.	Customer Service	✓	✓	✓	✓
4.1.3		Deliver	Libraries - operations and maintenance.	Customer Service / Buildings & Facilities	✓	✓	✓	✓
4.1.4		Deliver, Partner	Libraries – renewals and upgrades.	Customer Service	✓	✓	✓	✓
4.1.5		Deliver, Partner, Advocate	Continue to provide and support to various programs across all library facilities including but not limited to Book Clubs, Move and Groove, Friday Games days, Cuppa and Chat, Art Groups, School holiday programs and special event months, Tech Savvy Seniors.	Customer Service	✓	✓	✓	✓
4.1.6		Deliver, Partner	Develop and implement a Volunteer Strategy to identify ways Council can encourage and support volunteering in our community.	Local Connections / People & Culture	✓	✓	✓	✓
4.1.7		Deliver, Partner,	Volunteer groups are identified and supported. Skill sets are identified.	Local Connections / People & Culture	✓	✓	✓	✓
4.1.8		Deliver, Partner,	Volunteer groups – Risk assessments and training undertaken on an as needs basis.	Local Connections / People & Culture	✓	✓	✓	✓
4.1.9		Deliver	Supporting S355 committees to ensure they are resourced and skilled.	Local Connections	✓	✓	✓	✓
4.1.10		Deliver, Partner, Advocate	Support delivery of community programs and events (e.g. NAIDOC Week, Australia Day, Youth events and programs etc).	Economic Development & Tourism	✓	✓	✓	✓
4.1.11		Deliver	YHub at Moulamein – support delivery of Targeted Early Intervention Services to Youth.	Community Services	✓	✓	✓	✓
4.1.12		Deliver, Partner	Youth Week activities – various.	Community Services	✓	✓	✓	✓
4.1.13		Deliver, Partner	Seniors Week Activities – various.	Community Services	✓	✓	✓	✓
4.1.14		Deliver, Partner, Advocate	Strengthen relationships and partnerships with local Aboriginal organisations.	Economic Development & Tourism	✓	✓	✓	✓

## Strategic Objective - Recognise and celebrate our region's rich heritage and indigenous culture (in partnership with community).

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>4.2</b>	<b>Promotion and scheduling of events that celebrate heritage across the region.</b>							
4.2.1	Partner with communities to recognise and support initiatives and events that celebrate and promote our regional heritage.	Deliver	Deliver Museums Advisor Service.	Economic Development & Tourism	✓	✓	✓	✓
4.2.2		Deliver	Develop and implement a Heritage Strategy.	Development Services	✓	✓	✓	
4.2.3		Deliver, Partner, Advocate	Deliver Heritage Advisory Service.	Development Services	✓	✓	✓	✓
4.2.4		Deliver, Partner, Advocate	Implement Council's Arts and Culture Strategy, which includes items such as: - Support attract and deliver cultural events and programs (inc Cultural heritage interpretive trails / guided tours) - Continue to develop new cultural tourism product.	Economic Development & Tourism	✓	✓	✓	✓

## Strategic Objective - Support existing and new art projects and diverse community events.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>4.3</b>	<b>Review and begin implementation of Council's Arts and Culture Strategy</b>							
4.3.1	Review and begin implementation of the Arts and Culture Strategy and action plan, focusing on new and existing arts projects and events being undertaken.	Deliver, Partner, Advocate	Implement Council's Arts and Culture Strategy, which includes items such as: - Support, attract and deliver arts projects and events - Continue to develop new arts related tourism products.	Economic Development & Tourism	✓	✓	✓	✓
4.3.2		Partner, Advocate	Support arts organisations in their activities.	Economic Development & Tourism	✓	✓	✓	✓
4.3.3		Advocate, Partner	Advocate and support various arts and culture projects across the region.	Economic Development & Tourism	✓	✓	✓	✓



## Strategic Objective - Facilitate and advocate for accessible health and wellbeing services based on local community needs.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>4.4</b>	<b>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.</b>							
4.4.1	Relevant health and wellbeing services are available, with ongoing utilisation by the community.	Deliver	Continue to deliver the Commonwealth Home Support Program Services, Including <ul style="list-style-type: none"> <li>CHSP Transport</li> <li>Meals on wheels</li> <li>Social Support Individual</li> <li>Social Support Group</li> <li>Respite</li> <li>Home Modifications.</li> </ul>	Community Services	✓	✓	✓ (pending funding)	✓ (pending funding)
4.4.2		Deliver	Continue to deliver the Transport for New South Wales Transport Program – Including CHSP and CTP.	Community Services	✓	✓	✓ (pending funding)	✓ (pending funding)
4.4.3		Advocate	Promote the services available to the community including but not limited to Medicare, Legal aid, Centrelink, Doctors, Service NSW, Services Australia.	Community Economic Development Directorate / Community Services	✓	✓	✓	✓
<b>4.5</b>	<b>Identify gaps in health and wellbeing services and advocate for new, or increased services where required.</b>							
4.5.1	Continued advocacy for existing and attraction of new or missing health and wellbeing services as identified	Advocate	Identify gaps in services and advocate for new, or increased services where required.	Community Economic Development Directorate	✓	✓	✓	✓
4.5.2		Advocate	Investigate / Advocate for a high level health facility within the LGA	Chief Executive Office / Community Economic Development Directorate	✓	✓	✓	✓
4.5.3		Advocate Partner	Support Health Promotion strategies of relevant providers, across the region	Economic Development & Tourism	✓	✓	✓	✓



## A PLACE OF PROSPERITY AND RESILIENCE

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

### KEY PARTNERS

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

## Strategic Objective - Encourage and support economic development across the region.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>5.1</b>	<b>Promote the region as an attractive destination for Economic Development and investment.</b>							
5.1.1	Review and begin implementation of the Economic Development and Tourism Strategy and action plan to support economic growth across the LGA.	Deliver, Partner, Advocate	Implement Council's Economic Development and Tourism Strategy, which includes the following four strategic pillars: - Support existing businesses and communities. - Promotion and investment attraction. - Growing Tourism. - Advocacy and partnership.	Economic Development & Tourism	✓	✓	✓	✓
<b>5.2</b>	<b>Develop and promote growth opportunities in designated locations across the LGA.</b>							
5.2.1	Review and begin implementation of the Employment Lands Strategy to support economic growth across the LGA.	Deliver, Partner, Advocate	Develop and begin implementation of the Employment Lands Strategy.	Economic Development & Tourism / Development Services	✓	✓	✓	✓
5.2.2	Advocate to various levels of Government to promote growth opportunities across the region.	Deliver, Advocate	Develop and implement a yearly Advocacy Plan.	Chief Executive Office	✓	✓	✓	✓
<b>5.3</b>	<b>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.</b>							
5.3.1	Undertake requirements as per the Commissioning Commitment to the South West Region Renewables Zone and associated projects.	Deliver, Partner, Advocate	Develop and begin implementation of the requirements of the Commissioning Commitment to the South West Region Renewable Zone and associated projects.	Chief Executive Office	✓	✓	✓	✓
5.3.2	Long term, high value community outcomes achieved through access to funding.	Deliver, Partner, Advocate	Town Action plans developed, and projects prioritised for each community.	Community Economic Development Directorate	✓	✓	✓	✓
5.3.3		Deliver, Partner, Advocate	Progress made towards clear pathways for communities to access ARF and CBF	Chief Executive Office	✓	✓	✓	✓
<b>5.4</b>	<b>Collaborate with small business to identify gaps in support services and provide tailored assistance, while advocating for support as required.</b>							
5.4.1	Support services available to business and utilisation of these.	Deliver	Undertake a business needs survey	Economic Development & Tourism		✓		
5.4.2		Deliver, partner, Advocate	Work closely with business groups to identify needs and solutions.	Economic Development & Tourism	✓	✓	✓	✓



Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
5.4.3		Deliver, Partner, Advocate	Continue to support community groups delivering community capacity building activities - provision of subject matter experts to region	Local Connections	✓	✓	✓	✓

## Strategic Objective - Continue to develop strong and resilient communities.

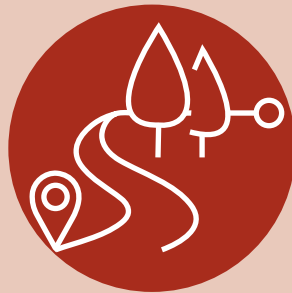
Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>5.5</b>	<b>We will support employers in meeting their workforce needs, implement initiatives to attract new residents and workers, and actively promote the region to attract new businesses and industries.</b>							
5.5.1	Review and begin implementation of the <i>Live Work Invest in River Country</i> project, the Workforce Attraction Plan and other relevant initiatives to support current and potential local workforce needs.	Deliver	Review and begin implementation of the <i>Live Work Invest in River Country</i> project.	Economic Development & Tourism	✓	✓	✓	✓
5.5.2		Deliver	Review and begin implementation of the Workforce Attraction Plan.	Economic Development & Tourism / People & Culture	✓	✓	✓	✓
<b>5.6</b>	<b>Encourage upskilling and reskilling by seeking funding to establish a Country University Centre (CUC) in the region.</b>							
5.6.1	CUC established and/or initiatives in place to support upskilling and reskilling within the LGA.	Partner, Advocate	Partnerships created with local stakeholders such as TAFE, neighbouring Councils, Universities etc to consider initiatives to support upskilling and reskilling of our local workforce.	Economic Development & Tourism	✓	✓	✓	✓
5.6.2		Partner, Advocate	Progress made towards establishing a CUC in our region.	Economic Development & Tourism	✓	✓	✓	✓
<b>5.7</b>	<b>Communities feel more resilient and prepared for future challenges</b>							
5.7.1	Review and begin implementation of the Adverse Events Plan	Deliver	Review and begin implementation of the Adverse Events Plan.	Economic Development & Tourism	✓	✓	✓	✓
5.7.2	Develop Community Action Plans for each community, detailing the projects and actions that have been agreed upon and prioritised by each community, in partnership with Council (Asset Management Plan and Project Management Framework linkages must be addressed).	Deliver	Develop a methodology and criteria for prioritisation of community driven projects (in accordance with PMF and AMP).	Economic Development & Tourism / Local Connections / Development Services	✓	✓	✓	✓
5.7.3		Deliver	Community consultation to develop and prioritise Community Driven project lists.	Economic Development & Tourism / Local Connections / Community Engagement	✓	✓	✓	✓
5.7.4		Deliver Partner, Advocate	Community Driven Projects implemented or supported as per the PMF and AMP requirements.	Project Management Office / Asset owners	✓	✓	✓	✓

## Strategic Objective - Promote and grow tourism across the region.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>5.8</b>	<b>Promote the region as an attractive destination for tourism.</b>							
5.8.1	Review and begin implementation of the Economic Development and Tourism Strategy	Deliver, Partner, Advocate	Implement tourism actions from within the Economic Development and Tourism Strategy.	Economic Development & Tourism	✓	✓	✓	✓
5.8.2		Deliver, Partner, Advocate	Implement the annual Visit River Country Marketing Plan and Visit Echuca Moama Destination Marketing Plan.	Economic Development & Tourism	✓	✓	✓	✓
5.8.3		Deliver	Visitation related data monitored and reviewed.	Economic Development & Tourism	✓	✓	✓	✓
5.8.4		Deliver, Partner, Advocate	Developing, attracting, supporting and promoting local attractions and events across the region.	Economic Development & Tourism	✓	✓	✓	✓
5.8.5		Deliver, Partner, Advocate	Supporting industry to grow and develop.	Economic Development & Tourism	✓	✓	✓	✓

## Strategic Objective - Partner with industry, community and government organisations to promote and nurture innovation.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>5.9</b>	<b>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.</b>							
5.9.1	Innovative solutions and projects supported and developed, where opportunities arise.	Deliver, Partner, Advocate	Begin implementation of Council's Economic Development and Tourism Strategy.	Economic Development & Tourism	✓	✓	✓	✓
5.9.2		Partner, Advocate	Support Western Murray Land Improvement Group to deliver projects (e.g. biochar, agri-innovation precinct projects, advocacy for Hemp industry).	Economic Development & Tourism / Community Economic Development Directorate	✓	✓	✓	✓
5.9.3	Encourage collaboration in procurement activities by leveraging economies of scale wherever a value for money outcome can be achieved	Partner	Increased use of supplier panel contracts of other agencies or increase in the number of collaborative (joint) market approaches with other agencies	Legal, Property & Procurement				✓



## CONNECTED COMMUNITIES

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

### KEY PARTNERS

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



## Strategic Objective - Advocate for and facilitate reliable communications infrastructure.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>6.1</b>	<b>Collaborate on advancing digital infrastructure improvements</b>							
6.1.1	Improved connectivity and quality of infrastructure.	Advocate	Advocate and support relevant agencies (e.g. NBN Co and Telstra) to identify new and bring forward planned critical infrastructure projects for our region.	Community Economic Development Directorate	✓	✓	✓	✓

## Strategic Objective - Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>6.2</b>	<b>Roads Strategy and associated documents to be developed and implementation has begun.</b>							
6.2.1	Develop and begin implementation of the Roads Strategy and associated documentation.	Deliver	Roads Strategy developed.	Works	✓	✓		
6.2.2		Deliver	Roads Action Plan implementation has begun.	Works		✓	✓	✓
6.2.3		Deliver	Review and update the Roads Policy and associated procedure.	Works	✓	✓	✓	✓
6.2.4		Deliver	Review and update the contracts and terms of reference with RMCC, TfNSW (bridge lifts, state road maintenance and ordered works) etc and determine feasibility.	Works / Infrastructure Directorate	✓			✓
<b>6.3</b>	<b>Road Asset Management to be developed to deliver a financially sustainable road network across the LGA.</b>							
6.3.1	Review and begin implementation of the Road Asset Management Plans taking into consideration current and emerging requirements.	Deliver	Road Asset Management Plan developed (sealed roads).	Works / Assets	✓	✓		
6.3.2		Deliver	Sealed Roads - operations and maintenance (notes - includes inspections, maintenance, general operations, condition assessments).	Works	✓	✓	✓	✓
6.3.3		Deliver	Sealed Roads - renewals and upgrades.	Works	✓	✓	✓	✓
6.3.4		Deliver	Road Asset Management Plan developed (unsealed roads).	Works / Assets	✓	✓		
6.3.5		Deliver	Unsealed Roads - operations and maintenance.	Works	✓	✓	✓	✓
6.3.6		Deliver	Unsealed Roads - renewals and upgrades.	Works	✓	✓	✓	✓
6.3.7		Deliver	Action Plans to be developed and implementation has begun.	Works		✓	✓	
6.3.8		Deliver	Service Levels identified and communicated to public.	Works			✓	✓
6.3.9		Deliver	Traffic Studies completed on an as needs basis across the road network.	Works	✓	✓	✓	✓
6.3.10		Deliver	Traffic Movement Action Plan developed, and implementation has begun.	Works	✓	✓	✓	✓
6.3.11		Deliver	Bridges and Causeways - operations and maintenance.	Works	✓	✓	✓	✓
6.3.12		Deliver	Bridges and Causeways - renewals and upgrades.	Works	✓	✓	✓	✓

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
6.3.13	Road Safety Management.	Deliver	Road Safety Infrastructure (Guard Rails, traffic islands, roundabouts, traffic and pedestrian signals, school zones, line marking etc) – operations and maintenance.	Works	✓	✓	✓	✓
6.3.14		Deliver	Road Safety Infrastructure (Guard Rails, traffic islands, roundabouts, traffic and pedestrian signals, school zones etc – renewals, upgrades and new.	Works	✓	✓	✓	✓
6.3.15		Deliver	Road Safety Engagement, Education and planning including development of the Road Safety Action Plan.	Works	✓	✓	✓	✓
6.3.16		Deliver Partner Advocate	Street Lighting - operations and maintenance.	Works	✓	✓	✓	✓
6.3.17		Deliver, Partner	Road Safety Audits (RSA) completed, and implementation of corrective actions is undertaken as needed.	Works	✓	✓	✓	✓
6.3.18	Gravel pits and Stockpile Site Management.	Deliver	Ongoing monitoring and management of the materials required to construct and maintain the road network.	Works	✓	✓	✓	✓
6.3.19		Deliver	General management of pits and stockpiles.	Works	✓	✓	✓	✓
6.3.20		Deliver	Rehabilitation of gravel pits – undertaken as needed.	Works	✓	✓	✓	✓
6.3.21		Deliver	Comply with NSW Mining regulations – relating to gravel pit management and operations.	Works	✓	✓	✓	✓
6.3.22	Feasibility of plant purchase vs hire to be carried out, looking at whole of life cost estimates, availability, suitability and other relevant factors.	Deliver	Analysis of current and proposed plant to ascertain need as well as viability of purchase as opposed to hire.	Legal, Property & Procurement		✓		
6.3.23		Deliver	Establishment of a plant hire panel of suppliers contract for up to five years via public tender.	Legal, Property & Procurement	✓			
<b>6.4</b>	<b>Pathways Plan to be developed considering sensitive design of pathways to consider environmental factors, accessibility and amenity</b>							
6.4.1	Develop and begin implementation of Pathways Plan that creates assets that are accessible for all.  Pathways include footpaths, cycleways, shared paths, footbridges.	Deliver	Develop the Pathways Plan (for all users across various townships), including a missing links plan (to connect existing pathways, crossings (walkways), School crossings.	Works	✓	✓		
6.4.2		Deliver	Develop and begin implementation of the Action Plan.	Works		✓	✓	
6.4.3		Deliver	Shared Pathways - operations and maintenance (across various townships).	Works	✓	✓	✓	✓
6.4.4		Deliver	Shared Pathways – renewals and upgrades (across various townships).	Works	✓	✓	✓	✓
6.4.5		Deliver Partner Advocate	New sections of shared pathways to include both expansion and missing links pathways.	Works			✓	✓
6.4.6		Deliver	New Crossings (walkways) / School crossings as identified and built as required.	Works		✓	✓	✓
6.4.7		Deliver	Asset Management Plans developed relating to the monitoring and maintenance of existing board walks and footbridges.	Works / Parks & Biosecurity / Assets			✓	✓
6.4.8		Deliver	Asset Management Plans developed relating to the monitoring and maintenance of new board walks and footbridges.	Works / Parks & Biosecurity / Assets			✓	✓

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>6.5</b>	<b>Consistent, accurate and compliant signage will continue to be updated and reviewed across the region.</b>							
6.5.1	Develop and begin implementation of an Infrastructure Signage Plan with a focus on updating road and pathway signage across the region.	Deliver	Develop the Infrastructure Signage Plan for all road and pathway signage.	Works	✓	✓		
6.5.2		Deliver	Develop and begin implementation of the Action Plan.	Works		✓	✓	✓
6.5.3		Deliver	Road and Pathway signage - operations and maintenance.	Works	✓	✓	✓	✓
6.5.4		Deliver	Road and Pathway signage – new, renewals and upgrades.	Works	✓	✓	✓	✓
<b>6.6</b>	<b>Work with community to plan and consider long vehicle parking options.</b>							
6.6.1	Develop and begin implementation of a Vehicle Parking Plan ensuring feasible parking opportunities in all communities which is close to shops and town centres considering long-vehicles, trucks, cars, all access / DDA car parks and EV's.	Deliver	Develop the Vehicle Parking Plan for all users, across all townships.	Works		✓	✓	✓
6.6.2		Deliver	Develop and begin implementation of the Action Plan.	Works			✓	✓
6.6.3		Deliver	Vehicle Parking - operations and maintenance (across various townships).	Works	✓	✓	✓	✓
6.6.4		Deliver	Vehicle Parking – renewals and upgrades (across various townships).	Works	✓	✓	✓	✓
<b>6.7</b>	<b>Drainage Program reviewed to encourage sensitive design of roads which consider environmental factors, accessibility and amenity.</b>							
6.7.1	Develop and begin implementation of a Drainage Program of Works.	Deliver, Partner, Advocate	Studies undertaken in relating to overland flood / stormwater management.	Works / Project Management Office	✓	✓	✓	
6.7.2		Deliver, Partner, Advocate	A standard is to be developed looking at - Environmental factors, accessibility and amenity, when designing new local roads and drainage options by suitability qualified professionals– direct link and incorporated into DCP.	Works / Development Services / Parks & Biosecurity / Water & Waste water	✓	✓	✓	
6.7.3		Deliver	Culverts - operations and maintenance.	Works	✓	✓	✓	✓
6.7.4		Deliver	Culverts – new, renewals and upgrades.	Works	✓	✓	✓	✓
6.7.5		Deliver	Kerb and Gutter - operations and maintenance.	Works	✓	✓	✓	✓
6.7.6		Deliver	Kerb and Gutter – new, renewals and upgrades.	Works	✓	✓	✓	✓
<b>6.8</b>	<b>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).</b>							
6.8.1	Develop and begin implementation of an Electric Vehicle (EV) Strategy to ensure sufficient infrastructure is available to service the needs of residents and visitors well into the future.	Deliver	Develop the EV Strategy and begin implementation of the Action Plan.	Economic Development & Tourism	✓	✓	✓	✓
6.8.2		Partner, Advocate	Support private operators to apply for funding to install EV infrastructure.	Economic Development & Tourism	✓	✓	✓	✓



## Strategic Objective - Advocate for improved public transport.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>6.9</b>	<b>Public Transport services that meet the community's needs.</b>							
6.9.1	Advocate for improved public transport (PT) services, as gaps are identified.	Advocate	Advocacy to local and state service providers for improved service delivery, as required.	Community Economic Development Directorate / Community Services	✓	✓	✓	✓
<b>6.10</b>	<b>Public Transport infrastructure meets the needs of the community.</b>							
6.10.1	Continue to improve public transport (PT) related infrastructure, as feasible.	Deliver	Program of new bus shelters installed across the region.	Works	✓	✓	✓	✓
6.10.2		Deliver	Bus Shelters - operations and maintenance (across various townships).	Works	✓	✓	✓	✓
6.10.3		Deliver	Bus Shelters – renewals and upgrades (across various townships).	Works	✓	✓	✓	✓
<b>6.11</b>	<b>Continue to deliver Community Transport options to a variety of community members.</b>							
6.11.1	Delivery of Council's community transport program.	Deliver, Partner	Community transport services continue to meet the needs of the community.	Community Services	✓	✓	✓	✓

## Strategic Objective - Enable commercial transport and connection opportunities.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>6.12</b>	<b>Continue to review and implement new and upgraded truck and heavy vehicle parking areas across the region.</b>							
6.12.1	New and upgraded truck and heavy vehicles parking areas developed, as feasible.	Deliver, Partner, Advocate	Develop a Strategy to review and update truck and heavy vehicle parking areas required across the region.	Works	✓			
6.12.2		Deliver, Partner, Advocate	Develop and begin implementation of the Action Plan.	Works		✓	✓	✓
6.12.3		Deliver, Partner	Future funding opportunities are being sought.	Works		✓	✓	✓
<b>6.13</b>	<b>Improve governance around heavy freight movement across the LGA.</b>							
6.13.1	Management of heavy freight vehicles across the region	Deliver	Develop and begin implementation of a plan to manage heavy freight movement across the region, including via the bridge network.	Infrastructure Directorate		✓		
6.13.2		Deliver	Heavy vehicles condition and weight capacity management undertaken on the road network.	Works	✓	✓	✓	✓
6.13.3		Deliver	Bridge inspection and capacity assessments undertaken.	Works	✓	✓	✓	✓



## TOMORROW'S TECHNOLOGIES

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

### KEY PARTNERS

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

## Strategic Objective - Embed a geospatial driven system into Council processes, including public interface.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>7.1</b>	<b>Continue development of the Council's Geospatial Information System (GIS) system.</b>							
7.1.1	Continue development of the Council's Geospatial Information System (GIS) system.	Deliver	GIS with Accurate asset and other data available for internal users.	Assets / Information Technology & Software	✓	✓	✓	✓
7.1.2		Deliver	Public interface is available for external users.	Assets / Community Engagement			✓	✓
<b>7.2</b>	<b>Where practicable and financially viable, integrate field based and automated data capture processes.</b>							
7.2.1	Increase in extent of data captured at source and through automated processes.	Deliver	Compliance, Weed Management & Meter Installation data captured using mobile devices.	Parks & Biosecurity / Waste & Compliance / Water / Information Technology & Software	✓	✓	✓	✓
7.2.2		Deliver	Internal Systems integrated with the Planning Portal to enable automated data transfers.	Information Technology & Software / Corporate Services Directorate		✓		
7.2.3		Deliver	Suppliers able to update data through an online Supplier Portal.	Information Technology & Software / Corporate Services Directorate		✓		
7.2.4		Deliver	Ratepayers can access information about their property through an online Customer Portal.	Information Technology & Software / Corporate Services Directorate			✓	
<b>7.3</b>	<b>Continue to use new technologies (including AI) to manage council operations.</b>							
7.3.1	Number of instances where new technologies are trialled and/or embedded to enhance the effectiveness and/or the efficiencies of Council operations.	Deliver	Building Certification System – moving fully online for dwelling inspections for our surveyors - new software used in development services to create efficiencies.	Development Services / Information Technology & Software	✓			
7.3.2		Deliver	Implement an automation/AI pilot project that is evaluated annually for operational efficiency.	Corporate Services Directorate / Information Technology & Software		✓	✓	
7.3.3		Deliver	Explore the possibility of the use of new types of technologies to access point of call for information.	Information Technology & Software / Corporate Services Directorate			✓	✓
7.3.4		Deliver	Explore the possibility to incorporate smart cities technologies.	Works / Parks & Biosecurity / Project Management Office			✓	✓



## Strategic Objective - Explore technologies to forecast possible future opportunities.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>7.4</b>	<b>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.</b>							
7.4.1	Increase in monitoring and communication of emerging technologies to our communities and businesses.	Deliver, Partner, Advocate	Information on emerging technologies is included in community and economic development communications (e.g. newsletters) at least twice per year.	Community Economic Development Directorate	✓	✓	✓	✓
7.4.2		Deliver,	Subscriptions to relevant consumer-data gathering platforms established, with data used to inform decision-making, planning, execution, and evaluation of projects.	Community Economic Development Directorate	✓	✓	✓	✓

## Strategic Objective - To encourage, educate, support and enable environmentally sustainable approaches to energy management.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
<b>7.5</b>	<b>Council will provide support to locally generated energy projects, as they emerge</b>							
7.5.1	Support provided to renewable energy generation projects located within the region, as projects emerge.	Partner Advocate	Support provided to new locally generated renewable energy projects as needed.	Community Economic Development Directorate / Infrastructure Directorate / Planning & Environment Directorate	✓	✓	✓	✓
<b>7.6</b>	<b>Framework developed and in place to incorporate current and potential Biodiversity &amp; Carbon Offset requirements.</b>							
7.6.1	Develop and begin implementation of a framework to manage the impending requirements of biodiversity and carbon offset requirements.	Deliver	Develop and begin implementation of the framework incorporating requirements actioned in physical planning decisions – DCP linkage.	Planning & Environment Directorate			✓	✓
7.6.2		Deliver	Methane flare pilot project outcomes investigated and where financially viable implemented.	Waste & Compliance / Planning and Environment Directorate	✓	✓		
7.6.3		Deliver	Areas identified for native vegetation biodiversity offset banking.	Planning & Environment Directorate			✓	
<b>7.7</b>	<b>Investigate and where feasible (including availability of funding) implement renewable energy generation at Council sites.</b>							
7.7.1	Install solar generation at identified Council sites.	Deliver	Subject to feasibility and funding availability, solar generation is installed at least 5 Council operational sites.	Corporate Services Directorate / Buildings & Facilities		✓		
7.7.2	Investigate and determine future for Energy efficiency options at Council.	Deliver	Develop an energy efficiency strategy and action plan.	Corporate Services Directorate / Buildings & Facilities			✓	✓
<b>7.8</b>	<b>Explore opportunities to include renewable energy components in Council's Power Purchase Agreements</b>							
7.8.1	A renewable energy component is included in Council's large site PPA	Deliver	Subject to pricing considerations incorporates at least 50% renewable energy component within the large site Power Supply Agreement (PSA).	Corporate Services Directorate / Buildings & Facilities	✓			



# murray river council

PO Box 906 Moama, 2731

[murrayriver.nsw.gov.au](http://murrayriver.nsw.gov.au)

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