




murray river
council

Resourcing
STRATEGY

2025–2039

Our people. Our assets. Our long-term finances.



**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 **Resourcing Strategy** is a key aspect of the Integrated Planning and Reporting Framework and is Council's means of supporting the Community Strategic Plan through effective resource allocation.

The three key elements of the Resourcing Strategy include the Long-Term Financial Plan, Workforce Plan and Asset Management Plan.

Our Vision and Mission

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 is 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.

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.

We have five core values that drive our teams and our behaviours: Respect, Accountability, Integrity, Sustainability and Excellence.



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

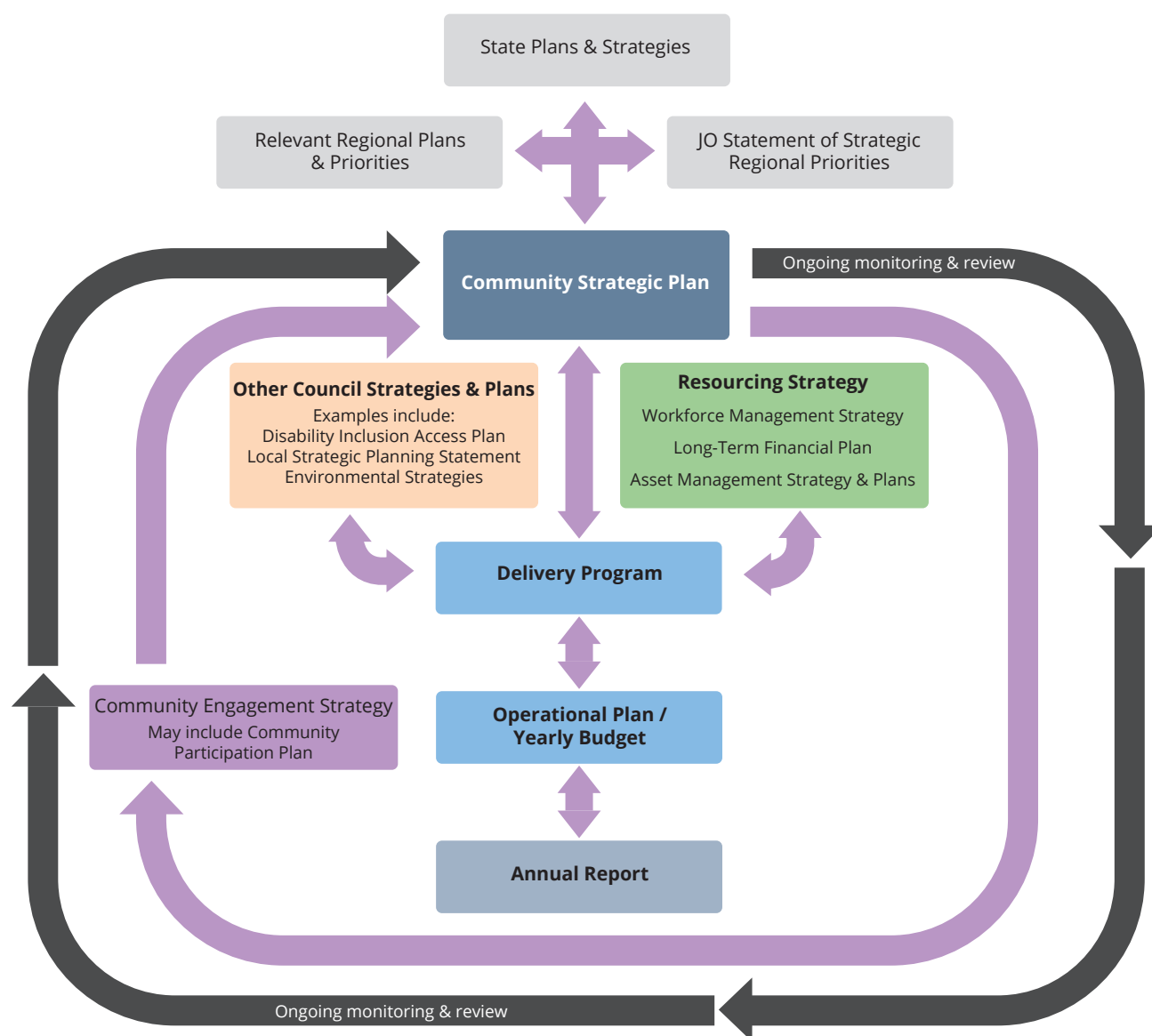
We demonstrate excellence by committing to high standards in the delivery of all our services.

Our 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').



The Resourcing Strategy is situated within the framework to emphasise the important role that resource planning plays in delivering a council's strategic objectives.

While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by Council as part of the Resourcing Strategy. Any community-endorsed changes to Council's strategic direction and priorities should be reflected in resource planning and allocation.

Integrating our Key Strategic Documents

The key plans and strategies that are developed under the IP&R framework all link to the top-level goals of our Community Strategic Plan and must align with the Resourcing Strategy to ensure that resource implications are clearly identified and addressed.

This suite of documents all work together to guide the delivery of council's services and projects, as listed below.

How we 'build the house'....

At Murray River Council we think of our key documents as if we are building a new house, and we hope this helps the community understand how they all fit together.

The **Community Strategic Plan** is the frame, footings and slab of the house.

The **Delivery Program** is the interior and exterior walls, plaster, plumbing, electrical work, waterproofing etc.

The **Operational Plan** is the fittings, cupboards, bath etc.

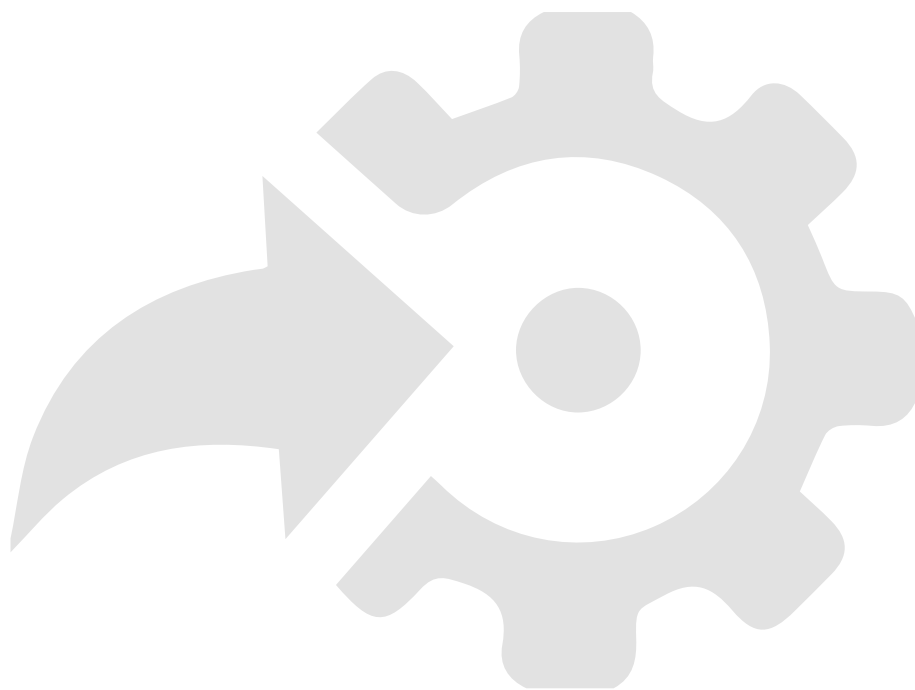
The **Workforce Plan** – the tradies needed to build the house.

The **Asset Management Strategy and Plans** – this relates to the tools and equipment needed.

The **Long-Term Financial Plan** is the budget to build the house.

If the frame is not correct, the plumbing won't be in the right locations and the bath will leak. The plumber won't know the site requirements, the tools won't be right and we will blow the budget.

This is why it is essential to make sure all of the key documents link together and are built on a strong foundation.





OUR KEY STRATEGIC DOCUMENTS

Community Strategic Plan

Murray River Council's Community Strategic Plan (CSP) is our 10-year roadmap that outlines the community's goals for the area and the key strategies needed to achieve them. The CSP guides the development of Council's plans, policies, budget and program of works.

Our CSP and Delivery Program have been developed in line with the following seven themes:

 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

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 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.

Initial development of the CSP

The first major update of our Community Strategic Plan (CSP) began in early 2022, aligning with the 2021-2024 election cycle. During this process, we ran an extensive engagement program, giving stakeholders and the community the opportunity to contribute their ideas.

After reviewing these ideas, we found that some were easy to implement, some required more time for planning and action, while others fell outside our responsibilities and needed to be addressed by other levels of government or private industry. The wide range of feedback helped us understand what matters most to our community, shaping the development and adoption of our 2022-2032 Community Strategic Plan.

Review and refresh of the 2025-35 CSP

Over the past three years, we have developed strategies and action plans that incorporate the ideas gathered during the 2022 consultation. These ideas have been tested, refined, and, in many cases, integrated into our ongoing 'Business-as-Usual' processes.

As a result, the updated Community Strategic Plan 2025-2035 builds on the foundations of previous strategies and top-level goals. The update represents a refresh of the existing document rather than a complete redevelopment, ensuring continuity and alignment with community priorities.

Delivery Program

The Delivery Program (DP) is our four-year plan for implementing the actions identified within the Community Strategic Plan (CSP).

The DP provides the target year we anticipate to commence or complete 'projects' and 'programs of works' that have been identified by the community, or through Council's plans, policies and budgets.

There is also a focus on 'business-as-usual' activities such as operation and maintenance, along with renewals and new asset requirements.

The DP sits between the Community Strategic Plan and the Operational Plan and Budget.

Operational Plan and Budget

The Operational Plan (OP) and budget is updated yearly and is a single-year reflection of the plans, strategies, projects and programs of works which will be undertaken within that year, along with the associated budget requirements.

The OP is a direct reflection of the items identified within the Delivery Program and takes into account Council's Long-Term Financial Plan and Council's financial position at the time of writing the documents.

Resourcing Strategy

Whilst the CSP outlines our key strategic objectives and the DP provides further breakdown of the projects and programs of work we intend to undertake over the term of Council, it is important to recognise that none of the projects or programs of work can be completed without people, money and assets. This is where the Resourcing Strategy fits.

The Resourcing Strategy, which consists of Workforce Management Planning, Asset Management Planning and Long-Term Financial Planning, provides an opportunity for Council to undertake an analysis of current and future capacity to undertake the requirements of the CSP, DP and OP.

These three documents are intrinsically linked and support the ongoing implementation of the DP and OP. If shortfalls are identified in the Resourcing Strategy this can have flow-on effects, creating longer term issues. The three documents influence and support each other. Where a change occurs in the workforce this could then have a flow-on effect in asset management (replacement requirements) which in turn can influence the long-term financial costs of asset management too.

Workforce Management Plan

// Appendix 1

Workforce Management Planning not only provides a snapshot in time of the existing workforce but also concentrates on the capacity and capability of the workforce to achieve the strategic objectives, projects and programs of work. It clearly identifies current and future staffing and skill requirements along with identifying challenges which may be present or emerging.

Long Term Financial Plan

// Appendix 2

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

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

- The level of service Council can provide the community with the available financial constraints
- Regional growth and investment opportunities
- Constrained revenue sources; and
- Infrastructure replacement and consumption.

Asset Management Plan

// Appendix 3

Asset Management Planning allows Council to understand the condition of current assets and ensures effective decision-making regarding new assets and asset management overall. It also promotes accountability for the potential impacts on future generations, regional growth and financial requirements.

Asset Management Plans have a minimum of 10-years forward planning, but in some cases may have a longer than that, depending on the type and age of the asset.

When looking at asset management there are three interrelated planning processes:

- Rolling 10-year forecast, which is linked to the LTFP and the CSP
- Four-year review to guide asset based projects and programs of work as identified in the DP
- Annual review of actions to be implemented in the OP.

Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability.

Assets include but are not limited to road, water and sewerage infrastructure, drains, bridges, footpaths, buildings, recreational facilities, parks and open spaces.







Document Review

The Resourcing Strategy will be reviewed in-line with the requirements of the IP&R 4-year cycle.

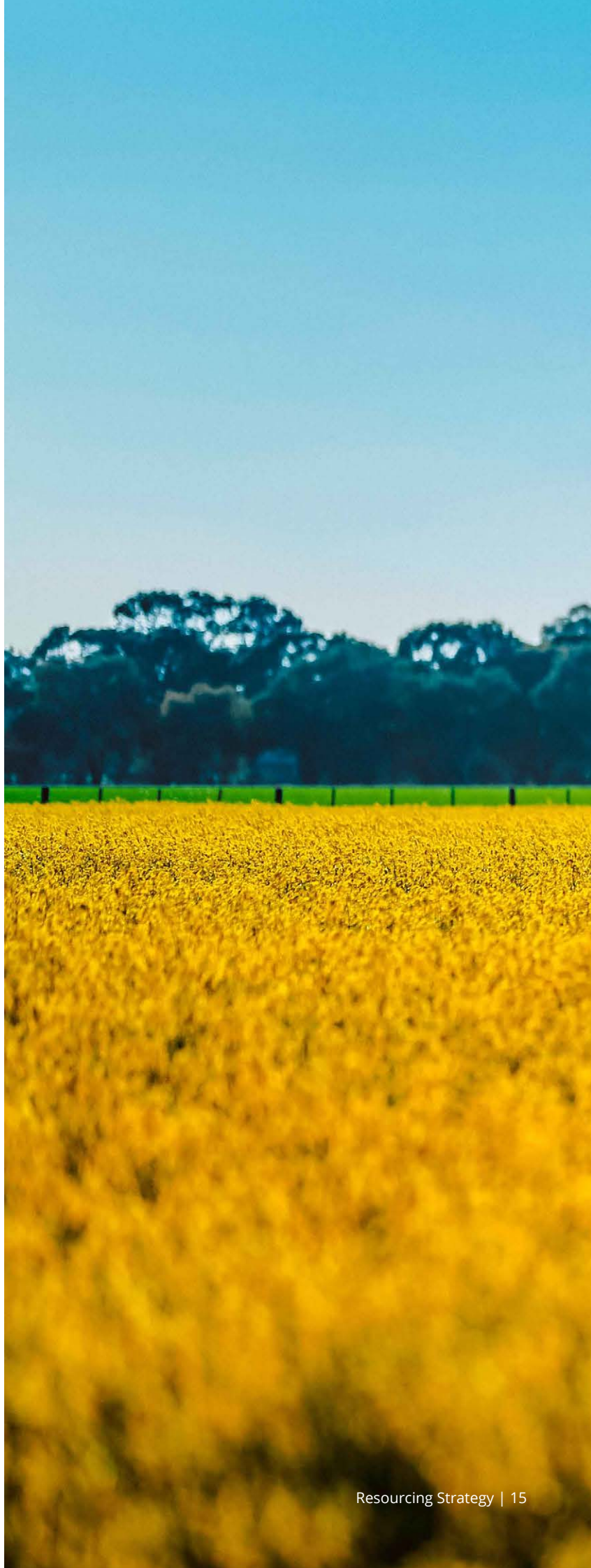
Workforce Planning is actively reviewed and continually monitored and adjusted to address new or emerging workforce or organisational requirements.

A major review of the Workforce Management Strategy will be conducted in line with the IP&R 4-year cycle.

Long-term Financial Planning will be reviewed annually and updated to reflect the moving requirements of the OP, DP and CSP.

Asset Management Planning consists of three major areas which will be reviewed as follows:

- The Asset Management Policy will be reviewed in-line with the IP&R 4-year cycle.
- The Asset Management Strategy is a living document which is constantly being reviewed and updated, with a major review to align with the IP&R 4-year cycle.
- Asset Management Plans are monitored annually.





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