



murray river
council

Buildings Strategy

2024-2034



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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This **Buildings Strategy** has been developed in response to the need to plan for the provision and maintenance of buildings right across our region.

It assesses how well our existing buildings will meet the needs of the future Murray River Council population, covering facilities such as public halls, offices, libraries, public toilets and sports pavilions.

This Strategy takes a long-term strategic view and recognises that decisions made today about facility provision have significant and enduring management and operational implications.

It also seeks to plan for the delivery of new facilities, and identifies which facilities are to be retained, replaced and consolidated or rationalised over the next 10 years.



Introduction

Murray River Council (MRC) owns or is responsible for the management of 406 buildings and 417 other structures (excluding open space assets) throughout the region. The vast and diverse portfolio of buildings throughout the MRC local government area (LGA), are predominantly located in the towns and villages throughout the region. There are also several buildings located within rural areas of the LGA which generally comprise of Community Halls and Rural Fire Service (RFS) Buildings.

The following Buildings Strategy has been developed in response to the need to plan for future provision and maintenance of buildings within the region and to ensure that those assets are provided in alignment with the identified needs of the community.

This strategy is a resource which has been designed to complement and support the following documents, some of which were part of the overall project and scope of works released by MRC in 2019 for Buildings (and other assets), and the latter internal documents being MRC produced resources:

- Buildings Condition Assessment. Part A – Building Summary Report (April 2021)
- Buildings Condition Assessment. Part B – Building Summaries & Maintenance (June 2021)
- Buildings Condition Assessment. Part C – Maintenance Summary (June 2021)
- Buildings 10 Year Maintenance and Renewal Spreadsheet (June 2021)
- Buildings & Other Structures Asset Management Plan
- Buildings Plan
- Crown Lands Plan of Management – various which capture buildings on Community Land.

Internal documents:

- MRC Asset Management Policy (POL-305)
- MRC Asset Management – Buildings Policy (POL-311)
- MRC Asset Management Plan (Buildings) - Draft

This Strategy also provides planning for the delivery of new facilities, and identifying which facilities are to be retained, replaced and consolidated or rationalised over the next 10 years.

This strategy is to be read in conjunction with the above documents to ensure a complete picture of the status of MRC's approach to Buildings is obtained.

The challenge is not that we don't have enough. The challenge is the condition of what we do have.



**The challenge is not that we don't have enough.
The challenge is the condition
of what we do have.**



Our region, our community.

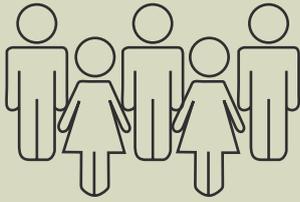
Murray River Council is home to a vibrant mix of riverside communities where relaxed country living and modern-day indulgence collide.

We are just over 3 hours from Wagga Wagga and only 2.5 hours from Melbourne.

Our population is estimated to be approximately 12,330 with most of our residents residing in one of our seven townships, Moama, Barham, Wakool, Moulamein, Murray Downs Tooleybuc and Mathoura or our smaller villages of Bunnaloo, Wamboota, Caldwell, Burraboi, Koraleigh, Speewa and Goodnight.



Our people...



13,326
people in
Murray River Council



4 875
occupied household
dwellings



2.4 people
average number
per household



49 years
median age



3.8%
of our population identify
as Aboriginal or
Torres Strait Islander



55.8%
workforce employed
full time

Our economy...



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



4,860
jobs in
Murray River Council LGA



1454
registered businesses



\$80.99m
value of
building approvals



\$891.47m
gross regional product



Top 3 industries
Agriculture, forestry & fishing
Accommodation & food
Construction

Purpose of the Building Strategy

Murray River Council is currently undergoing a period of growth and change with increased levels of development especially in the Moama Ward. Council has recognised the need for a strategic approach to the planning, operation and delivery of community and operational buildings in order to meet the needs of its population and demographics into the future.

This Strategy describes what a sustainable network of community and operational buildings and facilities is, what principles should drive planning, what level of provision is appropriate (both now and for future planning) and what models of facility provision are recommended. This will provide direction for the planning and delivery of Council's operational and community buildings now and into the future. It will also help to inform other discussions with developers, government agencies and community organisations around delivery of community and operational buildings and facilities.

Council's buildings are grouped into the following use classifications:

1. Operational Use

- a. Dwellings
- b. Cemetery Operations
- c. Depot Operations
- d. Caravan Parks
- e. Pounds
- f. Retirement Units
- g. Business Agency Operations

2. Community Use

- a. Libraries
- b. Heritage
- c. Preschools
- d. Public Halls
- e. Swimming Pools
- f. Sport & Recreation Facilities

3. Emergency Use

- a. RFS and SES buildings

4. Water Buildings

5. Sewer Buildings

6. Waste Buildings

This Strategy recognises that effective facility provision relies on the interplay between the physical asset and how those assets are programmed and managed to best address community and operational needs.

Well-designed and well-located buildings and facilities need to be complemented with targeted, needs based programming and good management to ensure that these facilities are utilised in a way that best meets community and operational needs.

While the building asset provides the critical physical base, ongoing processes of engagement and needs assessment allow for program development to occur in a way that is more responsive to community and operational needs than a building or physical space can be.

This Strategy takes a long-term strategic view and recognises that decisions made today about facility provision have significant and enduring management and operational implications.

This Strategy recognises the importance of balancing community benefit with the Council's asset management challenges and its capacity to provide and maintain a portfolio of community and operational buildings and facilities.



Scope

The scope of this Strategy includes:

- Public Halls and pavilions and buildings that serve a similar function or have space suitable for a hall style activities / function,
- Council Offices,
- Libraries,
- Public Toilets (subject to further community engagement and strategic analysis),
- Council Dwellings,
- Sporting pavilions / clubrooms.

This Strategy assesses how well these facilities are serving Council and community needs including a consideration of location, utilisation, building condition and how well they meet a range of leading practice criteria including whether these facilities are well located, welcoming, visually prominent, multipurpose and located with other services. This Strategy also looks at how well these existing facilities will meet the needs of the future Murray River Council population and what future facilities may need to be provided to meet future demand.

This Strategy does not consider buildings and facilities outside this scope, which include;

- RFS / SES Buildings & Facilities
- Retirement Housing/Villages
- Preschools
- Waste Management Facilities (refer to Council's Waste Management Strategy)
- Water Treatment Plant Buildings
- Sewerage Treatment Plant Buildings
- Pump Stations

This Buildings Strategy must be read in conjunction with the following:

- ▷ Murray River Council Open Space Strategy,
- ▷ Murray River Council Land Strategy

Building Vision and Objectives

The following Building Vision and Objectives statements have been developed by CT Management Group for adoption by MRC as a means to guide the overarching approach to the provision of Buildings throughout the region.

Buildings Vision

To ensure that MRC Buildings provide a safe, functional and attractive place for the community to gather, or to support service provision, now and into the future.

Buildings Objectives

To achieve the vision, MRC will:

- a. Offer a range of buildings for the community to use, or that service the needs of the community.
- b. Determine the need for buildings and plan for the provision of such based upon data and sound methodologies.
- c. Ensure the wise use of public money when considering the development of new buildings, or modification to existing buildings.
- d. Support maintenance practices that:
 - are operationally and cost effective
 - ensure the buildings are well presented, safe and functional
- e. Support the management and use of the buildings now and into the future in the context of relevant legislative and regulatory requirements.
- f. Be financially sustainable.
- g. Respect the rural character and heritage values of the sites (if applicable).

Strategic context

Murray River Council has numerous overarching planning strategies and documents that may impact on the management of the regions buildings which includes the following (amongst others):

- Community Strategic Plan 2022-2032
- Delivery Program and Operational Plan
- Murray River Local Profile – July 2018
- Local Strategic Planning Statement 2020-2040

The development of the Murray River Council Buildings Strategy will also support Council in the delivery of the Community Strategic Plan 2022-2032 key themes which are as follows:

- A place of environmental sensitivity,
- A place of progressive leadership,
- A place of liveable communities,
- A place of inclusion, culture and wellbeing,
- A place of prosperity and resilience,
- Connected communities,
- Tomorrow's technologies.

Theme 1. A Place of Environmental Sensitivity

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

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Environmental Sustainability Program - Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change.

Theme 3. A place of Liveable Communities

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

Goal 3.1 Sports and recreation facilities and spaces.

“Improved and enhanced open spaces, footpaths, sporting and recreational facilities, access to community service programs.

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Outcomes of the Asset and service delivery review to be planned for and prioritised.

Goal 3.2 – Public Buildings.

“Delivery of a feasible level of service to the community”

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Building Asset Management Plan to determine Council's long term financial plans to deliver fit for purpose public buildings.

Goal 3.3 – Disability Action Plan for Open Spaces / Disability Inclusion Action Plan.

“Implementation of the action plan Compliant assets.”

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Comply with the Disability Discrimination Inclusion Act (DDA).

Goal 3.12 – Cemeteries / commemoration.

“Cemeteries have an identifiable level of service and standards across the Council area.”

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Investigate level of services and complete asset review.

Goal 3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.

“Interconnected public Open Spaces and Parks that have certain theme and type. All sites are maintained to a prescribed standard.”

Key Council roles relating to the provision of the building asset portfolio:

- ▷ Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate.

Each strategic theme has a set of goals, strategic objectives, comments on how the Strategic Objectives will be achieved, notes Council’s role in terms of Deliver, Partner, or Advocate, the Responsible Directorate, and the Measure of success.

Community 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.

This means that:

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

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 (for all ages).

Methodology

Process for developing this strategy.

- Data gathering and review of relevant documents to provide background information and context for the study,
- Over the past 3 years Murray River Council has undertaken a detailed Needs & Demands analysis of its Building Assets to determine current provisions and required future provisions,
- Mapping of Council's community and operational facilities and any relevant non-Council owned facilities,
- Analysis of building condition based on Council's condition assessments,
- Analysis of building utilisation,
- CT Management Group was engaged to assist staff to undertake community surveys, identify all land that MRC owns or maintains then further assess the condition of all the assets including buildings and park assets such as furniture, structures, play equipment and general infrastructure,
- The final Needs & Demands report clearly identified the high number of assets Council owns. Unfortunately, the report also identified the overabundance of assets and areas to be maintained which is no longer sustainable for MRC without significant increase in revenue. The consequences of inaction will result in asset degradation, increased depreciation, rise in operational expenditure, reduction of quality of life, intergenerational deflection of costs.
- At the Extraordinary meeting of Council on 15th November 2023 the Council decided not to proceed with community consultation to investigate a Special Rate Variation (SRV) to increase rating income to offset operational costs,
- Action plan development that identifies strategies and ongoing management, identifying priorities, funding sources and responsibility.

Challenges for Murray River Council

Geography

With four main town centres (Moama, Mathoura, Barham & Moulamein) and a network of smaller villages, the geography of the Murray River Council provides a unique challenge and requires the Strategy to strike a balance between providing local facilities in smaller population catchments, as well as providing bigger, co-located facilities to service larger areas.

Ageing Infrastructure

A significant number of the buildings / facilities considered as part of this strategy required maintenance, renewal, or replacement. Many of these buildings / facilities lacked functionality to cater for today's user needs or were at the end of their useful life.

Balancing Provision

Planning for and developing community and operational facilities across Murray River Council requires a strategic approach to ensure that provision is balanced to maximise community and operational benefit within finite resources.

Increased Cost of Construction and Service Provision

The escalation in construction costs, and ongoing operational costs of facilities has put additional pressure on Councils, particularly rural and regional Councils with limited populations but significant geographic spread.



Community Engagement

As part of the data gathering component of the project, a QR code survey was made available between 29 March 2022 and 22 May 2022. The survey was available to the community whereby they could scan the QR code at a Council building which would then direct the respondent to the MRC Buildings Online survey.

The same style of survey was available to Council officers during the same period at the various Council facilities so that the views of staff could also be gauged to determine issues around the functionality etc. of the facilities that they utilise on a daily basis.

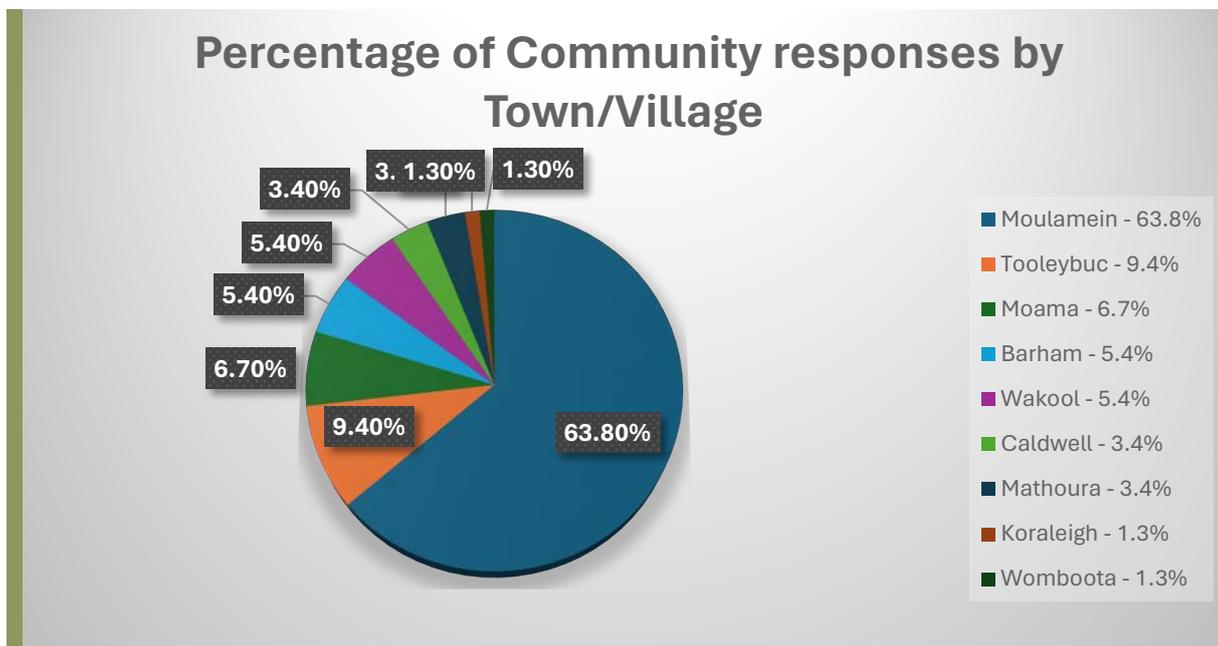
Council received 131 responses from the community and 26 responses from the Council officers. Following is a summary of the responses received from the two different surveys.

Buildings Survey – Community

Total visits to the QR Code Survey: 283

Total survey responses received: 149

Total number of community members that contributed: 131

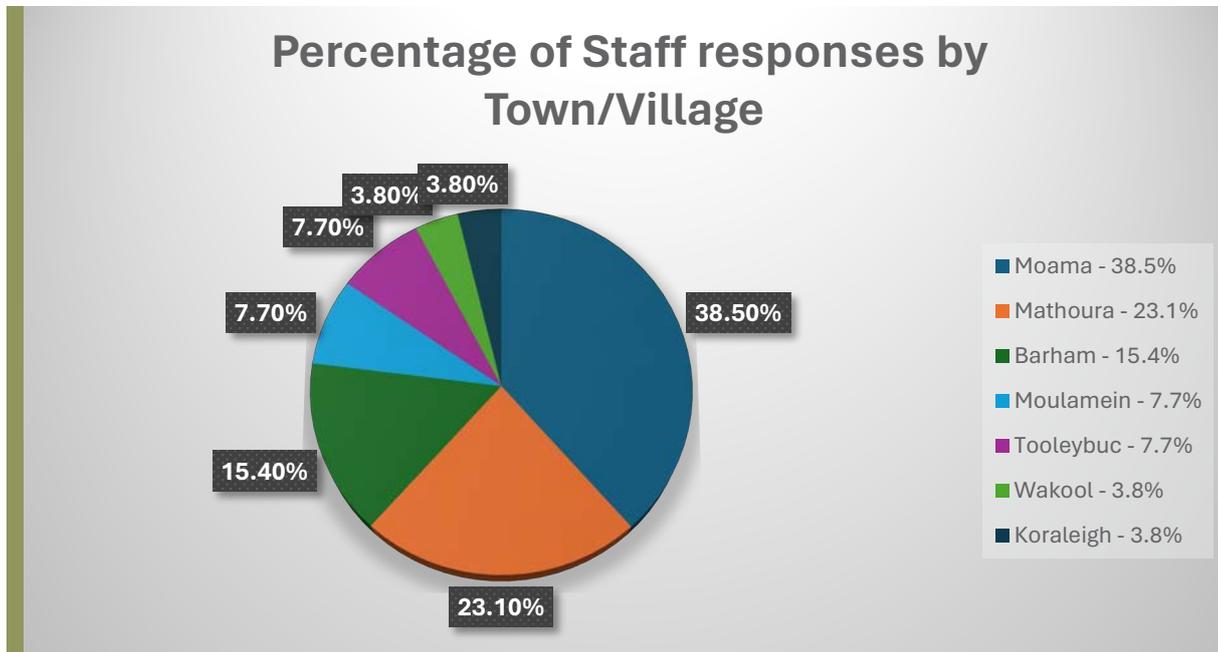


Buildings Survey – Staff

Total visits to the QR Code Survey: 59

Total survey responses received: 26

Total number of staff that contributed: 19



Suggestions for Improvement – Based on Community Responses

Suggestions for improvements to Council's current facilities were also provided by participants (Community). The suggested improvements centred around:

- ▷ Public Toilets
 - Number and location
 - Cleaning
 - Facilities (hand soap, hand drying, baby change tables, Sanitary bins)
 - Access (including hours of operation)
 - Accessible (Disability access)
- ▷ Seating
- ▷ Maintenance / Renewal
- ▷ Heating and cooling

Suggestions for Improvement – Based on Staff Responses

Suggestions for improvements to Council's current facilities were also provided by participants (staff). The suggested improvements centred around:

- ▷ Heating and cooling
- ▷ Cleaning
- ▷ Improved / New Facilities
- ▷ Noise (relating to open plan offices)
- ▷ Workstations / Seating
- ▷ Lighting
- ▷ Parking
- ▷ Accessibility



Stakeholder Engagement

The building and other structures assets are utilised by a broad cross-section of the community and therefore the services have many stakeholders. A stakeholder represents any group(s) or individuals having an interest, in this case, in the service provided by our assets. The stakeholders in the management of Council's buildings assets often have needs that are wide-ranging.

The relevant key stakeholders are:

External Stakeholders (Community)	External Stakeholders (Business)	External Stakeholders (Government / Regulatory)
<ul style="list-style-type: none"> • Facility users • Lessees and tenants • Community committees • Sporting and community organisations • 'Not for profit' service providers • Ratepayers • Residents • Tourists • SES Volunteers • Traditional Owners 	<ul style="list-style-type: none"> • 'For profit' service providers • Industry associations • Construction and maintenance contractors • External consultants 	<ul style="list-style-type: none"> • Public service providers: • Emergency Services • Education • Funding bodies • State government • Federal government • Work, Health and Safety

There are a number of buildings managed by section 355 committees. These groups are critical to the successful operation and must be consulted on key decisions and operational direction.

Building Asset Criticality and Classification Hierarchy

All building assets within the building portfolio are proposed to be classified according to a hierarchy in terms of their specific function, types of users, user numbers and potential risk. The hierarchy classification is to be used to assist in prioritising works programs and intervention responses to remedy defects. Limited resources can be used more effectively by allocating funds to those building assets in greater need. The building asset hierarchy provides the basis for setting varying inspection frequencies and the maintenance response times is also based on the type and extent of risks arising. Council has developed and implemented a classification system aligns with the levels of service that Council can and does physically provide.

The proposed building hierarchy is a function of the building utilisation, occupancy, heritage value and risk impact on council operations and the community. The hierarchy scale is a five-point scale ranging from low importance buildings (Level 5) though to high importance to the community and/or buildings supporting critical services (Level 1). This means for budgeting and asset management planning, buildings rated as Level 1 are given higher priority than a Level 3-5 building for example. It also means that higher importance and critical facilities should be funded, or other solutions found to provide the level of service council has agreed (or needs) to deliver.

It is recommended as an improvement action, that this building hierarchy be developed further in order to prioritise and allocate funding for building operational and maintenance activities in a process to best manage Council's ongoing risks in a budget constrained environment. The following table outlines a **proposed** building portfolio classification/ hierarchy to be used to guide maintenance practices along with works prioritisation.

Building Hierarchy Classification	Building Function (Development & Frequency of Use)	Visibility/ Importance	Minimum Facility Visitation Rate
Level 1	High profile building which has substantial visitation and/or infrastructure for the provision of essential services, e.g. Council administration buildings, health services, schooling. <ul style="list-style-type: none"> High frequency of usage on a continual daily basis High risk exposure for Council as a direct result of usage frequency, potential user groups, etc. 	High	Daily - Weekly
Level 2	Buildings that are utilised regularly by the public and community e.g. public halls and public toilets; or Council buildings that have a specified usage, e.g. workshop and are utilised daily by staff. <ul style="list-style-type: none"> Medium risk exposure for Council as a result of usage by public groups 	Medium - High	Weekly - Monthly
Level 3	Public buildings that have limited use or buildings built for a specific purpose and have restricted access, e.g. Council depot sheds. <ul style="list-style-type: none"> Low risk exposure due to sporadic frequency of use and public access restricted 	Medium - Low	Monthly
Level 4	Buildings that have restricted access and have been constructed for a specific purpose. <ul style="list-style-type: none"> Low exposure for Council as public access is restricted and infrequent. 	Low	Monthly - Yearly
Level 5	NSW Rural Fire Service sheds.	Very Low	Nil



Our Buildings - Overview

This section includes an overview of Council's existing buildings and facilities.

Our buildings

This section includes an overview of Council's existing buildings and facilities. They have been grouped by use and detail value, location and condition assessment. The number of buildings specified in the tables below is a total of the building type in the location. For example, in the Operational Buildings table, there are 13 buildings listed under Dwellings in Moulamein. This total comprises of five (5) dwellings and eight (8) ancillary buildings such as sheds.

Many of Councils owned / managed buildings are over 50 years old, and some are even older. For example, the majority of Councils halls are over 50 years old, and some are over 100 years old. On the other hand, only a small percentage of buildings have been built within the last 20 years. Council's ageing building stock presents several challenges. General maintenance costs are higher for old buildings as many require significant renovation or repair. Some of the older buildings are also heritage-listed which adds a layer of complexity when it comes to repair and adaptation, increasing the cost of both.

The condition rating 1 to 5 specified in the tables below is in accordance with the IPWEA Condition Assessment Guidelines and industry standards with ratings as below.

Score	Condition Rating	OLG Condition Category	Generalised Description of Asset Condition
1	Very Good	Excellent/Very Good	Planned maintenance schedule only
2	Good	Good	Minor maintenance required, planned maintenance schedule
3	Fair	Satisfactory	Significant maintenance required
4	Poor	Poor	Significant renewal/rehabilitation required
5	Very Poor	Very Poor	Physically unsound and/or beyond rehabilitation



Community buildings



Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Moama Recreation Reserve	Moama	29	\$5,436,340	1.59
Parks & Recreation Facilities	Moama	10	\$609,600	1.5
Old Telegraph Station and Captains Cottage (Heritage)	Moama	6	\$610,420	2.3
Martin St Medical & Senior Citizens Building	Moama	2	\$2,062,200	1.3
Martin St Sports Centre	Moama	1	\$1,642,200	3
Former Moama Preschool Building	Moama	3	\$864,750	1.7
Moama Preschool	Moama	2	\$5,400,000	1
Barham Recreation Reserve	Barham	23	\$4,070,400	2.4
Barham Library, Hall and Reception Centre	Barham	2	\$3,538,900	2
Barham Community Hub & op Shop	Barham	3	\$1,121,680	1
Rest Stop	Barham	1	\$43,200	1
Mathoura Recreation Reserve	Mathoura	13	\$1,705,700	2.08
Swimming Pool	Mathoura	4	\$322,950	2.25
Community Centre / Preschool	Mathoura	1	\$1,879,200	2

Community buildings

Parks & Recreation Facilities	Mathoura	4	\$115,400	1.75
MVBC	Mathoura	3	\$1,685,750	1.33
Moulamein South Recreation Reserve	Moulamein	9	\$1,646,090	1.8
Centenary Recreation Reserve	Moulamein	11	\$611,250	3.1
Swimming Pool	Moulamein	2	\$285,350	2.5
Moulamein Hall, Library and Community Services	Moulamein	1	\$774,000	4
Parks & Recreation Facilities	Moulamein	3	\$80,200	2
Old Court House (Heritage)	Moulamein	1	\$313,000	3
Tooleybuc Recreation Reserve	Tooleybuc	6	\$2,424,000	2.3
Parks & Recreation Facilities	Tooleybuc	2	\$266,000	1.5
Wakool Recreation Reserve	Wakool	17	\$2,627,895	2.8
Wakool Hall	Wakool	3	\$942,000	2
Parks & Recreation Facilities	Wakool	1	\$62,400	3
Koraleigh Recreation Reserve	Koraleigh	2	\$178,500	3.5
Koraleigh Hall	Koraleigh	3	\$586,000	3.6
Noorong Hall	Noorong	2	\$232,400	3
Mallan Recreation Reserve	Mallan	2	\$64,400	3
Goodnight Recreation Reserve	Goodnight	5	\$85,200	2.2
Bunnaloo Recreation Reserve	Bunnaloo	8	\$1,204,400	2.6
Rest Stop	Caldwell	1	\$40,500	2
Tooleybuc Hall	Tooleybuc	1	\$850,800	2
Mallan Hall	Mallan	1	\$275,400	2
Goodnight Hall	Goodnight	1	\$432,000	3
Kyalite Hall	Kyalite	1	\$335,400	4
Womboota Hall	Womboota	1	\$408,400	2
Caldwell Hall	Caldwell	3	\$531,000	3
TOTAL		194	\$46,365,275	

Operational buildings



Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Pound	Moama	1	\$30,000	1
Council Offices	Moama	4	\$3,666,600	2.25
Cemetery	Moama	5	\$58,940	1.6
Works Depot	Moama	11	\$428,100	1.6
Council Offices	Barham	1	\$807,100	2
Cemetery	Barham	2	\$59,600	3
Works Depot	Barham	9	\$512,300	2.2
Other Buildings	Barham	3	\$154,200	2
Works Depot	Mathoura	19	\$1,454,300	1.9
Works Depot (RTA)	Mathoura	3	\$69,300	2
Council Offices	Mathoura	2	\$2,076,500	2
Cemetery	Mathoura	3	\$46,000	1.6
Works Depot	Moulamein	11	\$1,273,100	2.4
Council Offices	Moulamein	4	\$3,405,500	1.75
Cemetery	Moulamein	1	\$54,000	1
Dwellings	Moulamein	13	\$769,494	2.7
Works Depot	Tooleybuc	4	\$132,400	3
Works Depot	Wakool	7	\$74,220	2.7
TOTAL		130	\$15,071,654	

Operational buildings- Commercial



Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Lions Units	Moama	28	\$6,814,200	1.68
Caravan & Tourist Park	Barham	4	\$643,600	2.2
Mathoura Retirement Village	Mathoura	9	\$1,584,600	2.1
Caravan & Tourist Park (currently closed)	Mathoura	1	\$143,000	2
Caravan & Tourist Park	Picnic Point	17	\$1,361,500	2
Caravan & Tourist Park	Moama	1	\$344,600	1
TOTAL		60	\$10,891,500	



Emergency Services buildings



Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
SES - Moama	Moama	2	\$200,600	1.6
RFS - Moama	Moama	2	\$409,300	1.6
SES - Barham	Barham	2	\$369,000	2
RFS - Barham	Barham	1	\$230,700	2
RFS - Mathoura	Mathoura	1	\$310,800	2
SES - Mathoura		1		
RFS - Moulamein	Moulamein	1	\$345,000	2
RFS - Tooleybuc	Tooleybuc	1	\$67,500	2
RFS - Wakool	Wakool	1	\$112,500	2
RFS - Koraleigh	Koraleigh	1	\$235,700	2
RFS / SES - Murray Downs	Murray Downs	1	\$320,000	1
RFS - Noorong	Noorong	1	\$45,000	2
RFS - Multiple locations	Multiple locations	16	\$1,234,980	1.4
TOTAL		31	\$3,881,080	

Water and sewer buildings



Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Water & Sewer	Moama	16	\$908,830	1.8
Water & Sewer	Barham	11	\$364,500	2.5
Water & Sewer	Mathoura	4	\$249,120	1.75
Water & Sewer	Moulamein	6	\$95,194	2.2
Water & Sewer	Tooleybuc	5	\$83,250	2.2
Water & Sewer	Wakool	6	\$127,800	2.5
Water & Sewer	Koraleigh	4	\$68,880	2.25
Water & Sewer	Murray Downs	4	\$55,100	1.5
Water & Sewer	Other Locations	2	\$19,800	2.5
TOTAL		58	\$1,972,474	

Waste buildings



Site	Town / Village	No. of Buildings	Total Value of Buildings	Average condition score of the buildings
Waste Facility	Moama	3	\$142,000	1.7
Waste Facility	Barham	2	\$225,500	2.3
Waste Facility	Moulamein	2	\$79,000	3
Waste Facility	Wakool	1	\$32,000	5
Waste Facility	Koraleigh	2	\$42,600	2.5
Waste Facility	Goodnight	2	\$68,080	4
TOTAL		12	\$589,180	



Our Buildings – Halls

There are 11 dedicated halls located throughout the region that are managed / owned by Murray River Council. In addition to this, there is also Tullakool Hall which is not a Council managed facility (Council is not the Crown Land Manager). There are a number of other pavilions and buildings that serve a similar function or have space suitable for hall style activities / functions.



Mathoura Hall (Heritage)
21-25 Conargo St, Mathoura
Condition: 2



Noorong Hall
3705 Noorong Rd, Noorong
Condition: 3



Moulamein Hall
45-51 Morago St, Moulamein
Condition: End of Life



Goodnight Hall
Wakool Junction Rd, Goodnight
Condition: 3



Caldwell Hall
181 Yallakool Rd, Caldwell
Condition: 3



Barham Hall (Heritage)
15 Murray St, Barham
Condition: 2



Koraleigh Hall
8 Eagle Ln, Koraleigh
Condition: 3



Kyalite Hall
River Rd, Kyalite
Condition: End of Life



Mallan Hall
Cunninyeuk Rd, Mallan
Condition: 3



Womboota Hall (Heritage)
Moirs St, Womboota
Condition: 3



Wakool Hall
10 Perouse St, Wakool
Condition: 3

Our Buildings – Halls



Tooleybus Rec Res
Hall / Sports Pavilion
Murray St, Tooleybus
Condition: 2



Bunnaloo Rec Res
Sports Pavilion
Fitzroy St, Bunnaloo
Condition: 3



Wakool Rec Res
Sports Pavilion
Burraboi Rd, Wakool
Condition: 4



Wakool Rec Res
Bowling Club
Burraboi Rd, Wakool
Condition: 1



Mathoura Rec Res
Sports Pavilion
Burnes St, Mathoura
Condition: 1



Barham Rec Res
Sports Pavilion
Gonn St, Barham
Condition: 1



Moama Rec Res
Sports Pavilion
19 Kirchofer St, Moama
Condition: 1



Moulamein South Rec Res
Sports Pavilion
Endeavour Drive, Moulamein
Condition: 2



Mathoura War Memorial
Building
Lawrence St, Mathoura
Condition: 2



Moama Sporting Complex
Martin St, Moama
Condition: 3



MVBC – Multipurpose Building
23 Moama St, Mathoura
Condition: 1

Our Buildings - Halls



Halls - utilisation

Facility utilisation data from the 2022 financial year was provided for analysis for all of Council's hireable community facilities. This includes the 11 halls and other facilities available for general community use.

Hall	Approximate Annual Utilisation
Moama Community Centre (Martin Street Stadium)	326
Barham Riverside Reception Area	120
Barham Hall	100
Barham Recreation Reserve – Sandy Faulkner Pavilion	65+
Koraleigh Hall	60
Caldwell Hall	56
Moama Recreation Reserve – Main Oval Pavilion	50+
Barham Recreation Reserve – Main Oval Pavilion	50+
Mathoura Hall	40
Goodnight Hall	30
Koraleigh Recreation Reserve Pavilion	26
Mathoura Recreation Reserve Pavilion	25+
Moulamein Recreation Reserve – Pavilion	No specific details. Estimated to be used 25+ times annually, plus use of the gym frequently.
Tooleybuc Recreation Reserve – Main Oval Pavilion/Hall	20+
Womboota Hall	20
Wakool War Memorial Hall	12
Mallan Hall	8
Wakool Recreation Reserve - Sports Pavilion	5
Noorong Hall	3
Wakool Recreation Reserve – Bowls Club	Seasons runs from September to April, plus functions/events.
Kyalite Hall	0
Barham Recreation Reserve – Lawson Pavilion	-
Moulamein Hall	Not in operation

Individual hall analysis

Koraleigh Hall

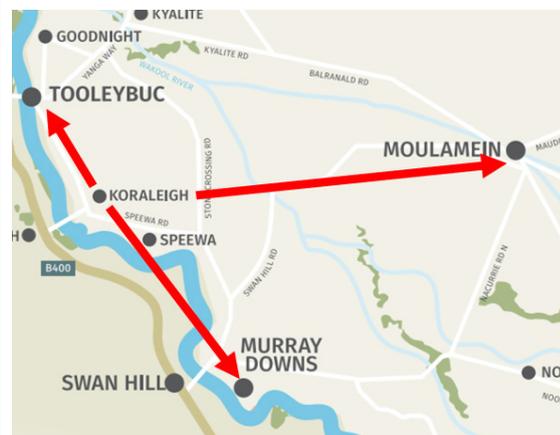


Travel times/distances:

- To Tooleybuc – 15min/20km
- To Murray Downs – 23min/35km
- To Moulamein – 51min/74km

Alternative options:

- Redevelopment of the Koraleigh Recreation Reserve Clubhouse
- Use of facilities at Nyah/Nyah West



- Expenditure: \$2,668 Income: - Population: 291
- User Groups & Utilisation:
 - Exercise class – weekly (15-20 people)
 - CWA meetings – twice a year (20 people)
 - Private functions/community events – 2-3 events annually
 - Hall/Recreation Reserve Committee meetings – every second month (10-15 people)
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.) Section 355 Committee. Council mows the hall grounds.
- Condition/is the facility fit-for-purpose: Average condition. Debatable.
- Land Tenure – Crown or Community: Community Land
- Other considerations: The Committee are open to having a combined/consolidated Hall/Recreation Reserve facility developed at the Rec Res.

Mallan Hall

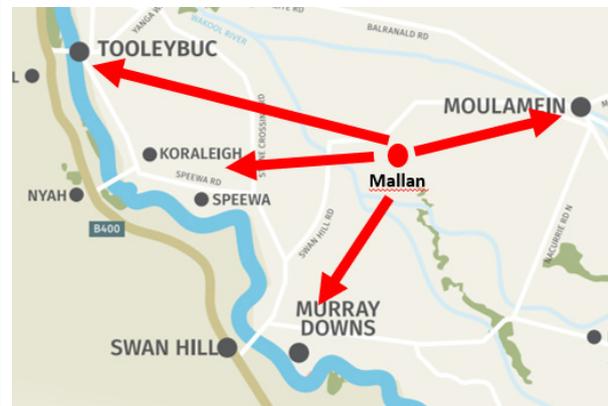


Travel times/distances:

- To Moulamein – 18min/28km
- To Tooleybuc – 44min/67km
- To Koraleigh – 33min/46km
- To Murray Downs – 22min/37km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



- Expenditure: \$1,083 Income: -
- Population: -
- User Groups & Utilisation:
 - RFS meetings/training days
 - Private bookings/events
 - Yearly Christmas Party (80 people)
 - Total estimated use: 6-8 times a year plus other smaller gatherings.
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): Section 355 Committee. Strong volunteer base.
- Condition/is the facility fit-for-purpose: Building condition is good. Floorboards will need a cut & polish shortly. General maintenance occurs. Electrical work is needed.
- Other considerations: Installation of solar panels and water tank/s desirable.

Goodnight Hall

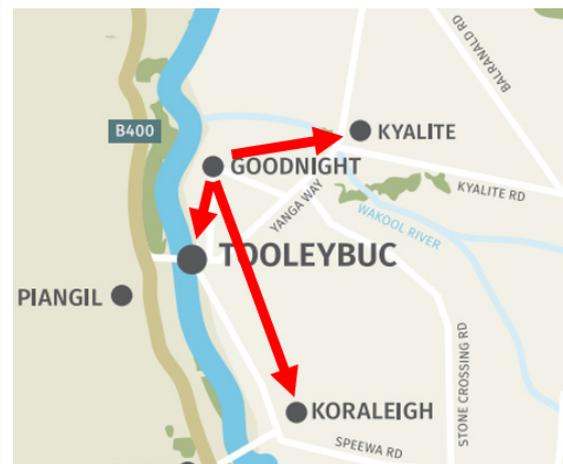


Travel times/distances:

- To Tooleybuc – 8min/10km
- To Kyalite – 12min/15km
- To Koraleigh – 19min/25km

Alternative options:

- Hand back to the Community



- Expenditure: \$2,342 Income: - Population: 86
- User Groups & Utilisation:
 - Tennis Club/Tournaments (generally every second week)
 - Events (birthdays, meetings)
 - Annual Christmas Tree event (50 people)
 - Annual Easter Tennis Tournament (100 people)
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): 3 people on the Committee, 4-6 other volunteers that assist.
- Condition/is the facility fit-for-purpose: Generally seen as fit-for-purpose.
- Other considerations:
 - Proposed to get the Hall Heritage listed.
 - Toilet upgrades desired – Disabled facilities
 - Lights for the tennis courts to further attract use

Kyalite Hall

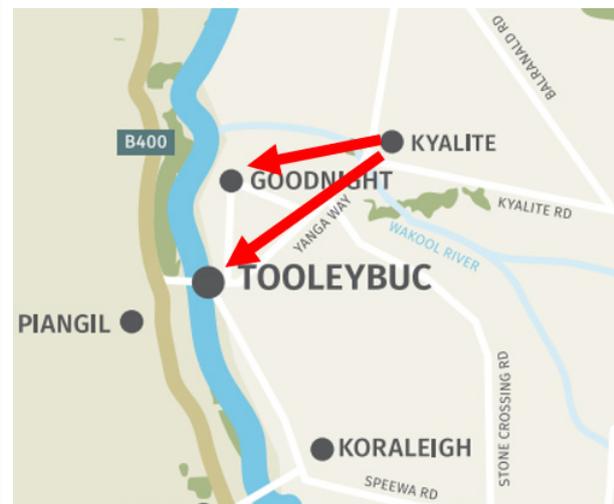


Travel times/distances:

- To Tooleybuc – 10min/15km
- To Goodnight – 12min/15km

Alternative options:

- Hand back to the Community
- Hand back to the Crown
- Demolition without replacement



Expenditure: - Income: -

Population: 87

User Groups & Utilisation: Unable to reach the Committee contact person.

Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): -

Condition/is the facility fit-for-purpose: Asset condition rating of 4 – Poor (effectively end of life asset).

Other considerations:

- Wakool River is the border to Balranald Council and cross border outcomes need to be achieved.
- Councils' consultant (CTMG) estimates the cost to demolish the entire structure and replace it with a new matching type of hall would cost around \$765,000 (excluding asbestos removal)

Caldwell Hall

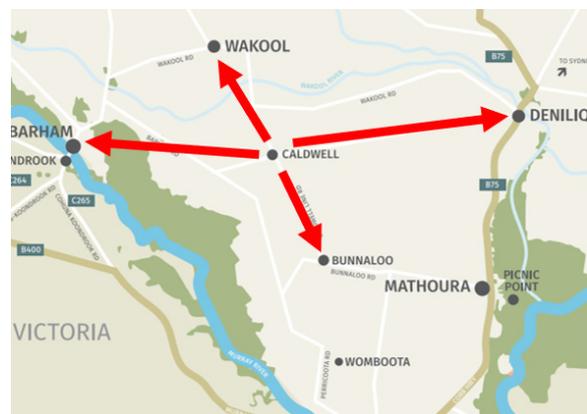


Travel times/distances:

- To Barham – 33min/49km
- To Bunnaloo – 18min/27km
- To Wakool – 24min/34km
- To Deniliquin – 25min/36km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



- Expenditure: \$2,577 Income: - Population: 42
- User Groups & Utilisation:
 - Yoga – weekly (other than during winter) (10 people)
 - Functions – sporadic
 - Deni-Boota – twice annually (10-15 people)
 - Fire Brigade annual meeting (10-15 people)
 - Murray Irrigation – annual meeting (10-15 people)
 - Caldwell Ladies group – monthly meetings (10-15)
 - Annual Christmas Concert (100 people)
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): 8 people on the management committee, meet regularly to discuss improvement requirements. Numerous improvement suggestions.
- Condition/is the facility fit-for-purpose: Yes. Condition 3.
- Other considerations: -

Womboota Hall



Travel times/distances:

- To Moama - 23min/32km
- To Bunnaloo - 15min/22km
- To Mathoura - 32min/40km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



- Expenditure: - Income: - Population: 90
- User Groups & Utilisation:
 - Winter - Table Tennis Competition - 5-6 weeks (15 people)
 - Rented for Meetings - Landcare etc. (3 a year roughly)
 - Community BBQ's (20-25 people)
 - Annual Christmas Tree event (50-60 people)
 - Church - once a month
 - Roughly 20 uses a year
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): 6 on the Committee, plus 8 families that support maintenance activities.
- Condition/is the facility fit-for-purpose: Painting is the primary maintenance element that needs to be addressed to ensure upkeep of the weatherboards.
- Other considerations: -

Noorong Hall

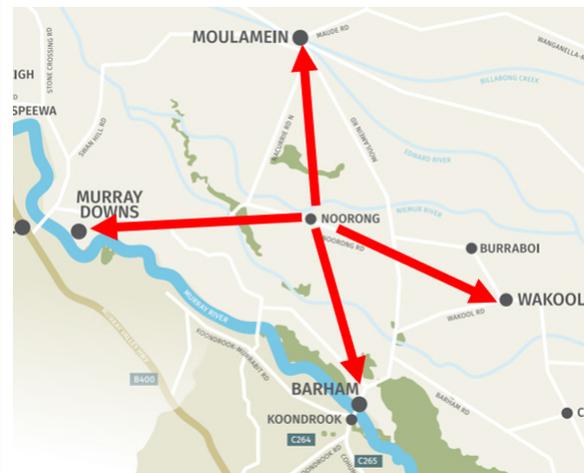


Travel times/distances:

- To Murray Downs – 23min/37km
- To Barham – 32min/50km
- To Wakool – 27min/43km
- To Moulamein – 30min/36km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



- Expenditure: \$4,002 Income: -
- Population: 20
- User Groups & Utilisation: No data available (Unable to reach the Committee contact person).
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.): TBC
- Condition/is the facility fit-for-purpose: 3 - Average
- Other considerations: -

Bunnaloo Hall / Sports Pavilion



Travel times/distances:

- To Caldwell – 19min/27km
- To Wamboota – 15min/22km
- To Mathoura – 20min/28km
- To Moama – 34min/49km

Alternative options:

- Hand back to the Community
- Hand back to the Crown



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Expenditure: \$13,318 Income: - Population: 107

User Groups & Utilisation:

- Day Care – once a week (18 kids and growing)
- Cricket – September to Easter (12 matches per year)
- Quilters Club – second and fourth Thursday of every month
- Bunnaloo School – Christmas Concert
- Murray Irrigation information session – quarterly meetings.
- Southern Riverina Irrigators group meetings – once a year (maybe twice).
- Local Cropping Group – one per year.
- Rich River Lamb Group – one per year.
- Chemical Company use for Field days etc.
- Fire Brigade meetings – annual meeting plus training.
- Bi-Annual Black-Tie Ball (200-250 persons).
- Campdraft event – once a year (Sept or October) 4-day event. 200-300 persons.
Plus, potential for other groups.
- Tennis Club (October to April).
- Private functions. (about 6 a year).
- Christmas function/s.
- Application of resources (i.e., Council and/or Community/Volunteer Committees etc.):
Strong Committee/Group of Volunteers
- Condition/is the facility fit-for-purpose: 2 – Good. Yes, meets the needs of the user groups. Numerous suggestions/requests for upgrades and improvements as per the following:-
 - Windows seals leak and need to be replaced.
 - Remove the old A/C's.
 - Kiosk windows replacement at servery – Bifolds requested.
 - Move Play equipment closer to the Hall/Oval to support Day Care activities.
 - Outside toilet needs to be upgraded (or replacement).
 - Renovate the toilets at the Hall. More showers and upgrade (for Campdraft).
 - Awning structure at the front of the Pavilion – permanent shelter for functions (instead of Marquees).
 - Painting/general facelift
 - Screen and projector – needs to be fixed or replaced to facilitate events in the hall.
- Other considerations: -

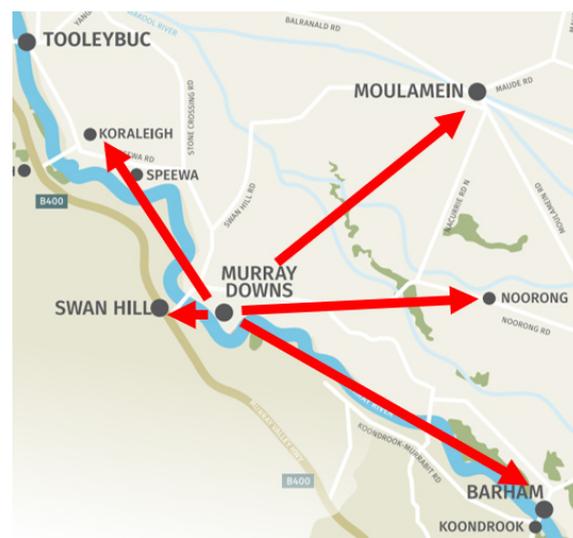
Murray Downs – no existing Hall

Travel times/distances:

- To Koraleigh – 23min/36km
- To Noorong – 23min/37km
- To Moulamein – 41min/65km
- To Barham – 55min/87km
- To Swan Hill – 8min/6km

Alternative options:

- Use of the Murray Downs Golf Resort
- Use of the RFS Shed for meetings – RFS multiuse space
- Federal Pub for meetings
- Use of facilities in Swan Hill



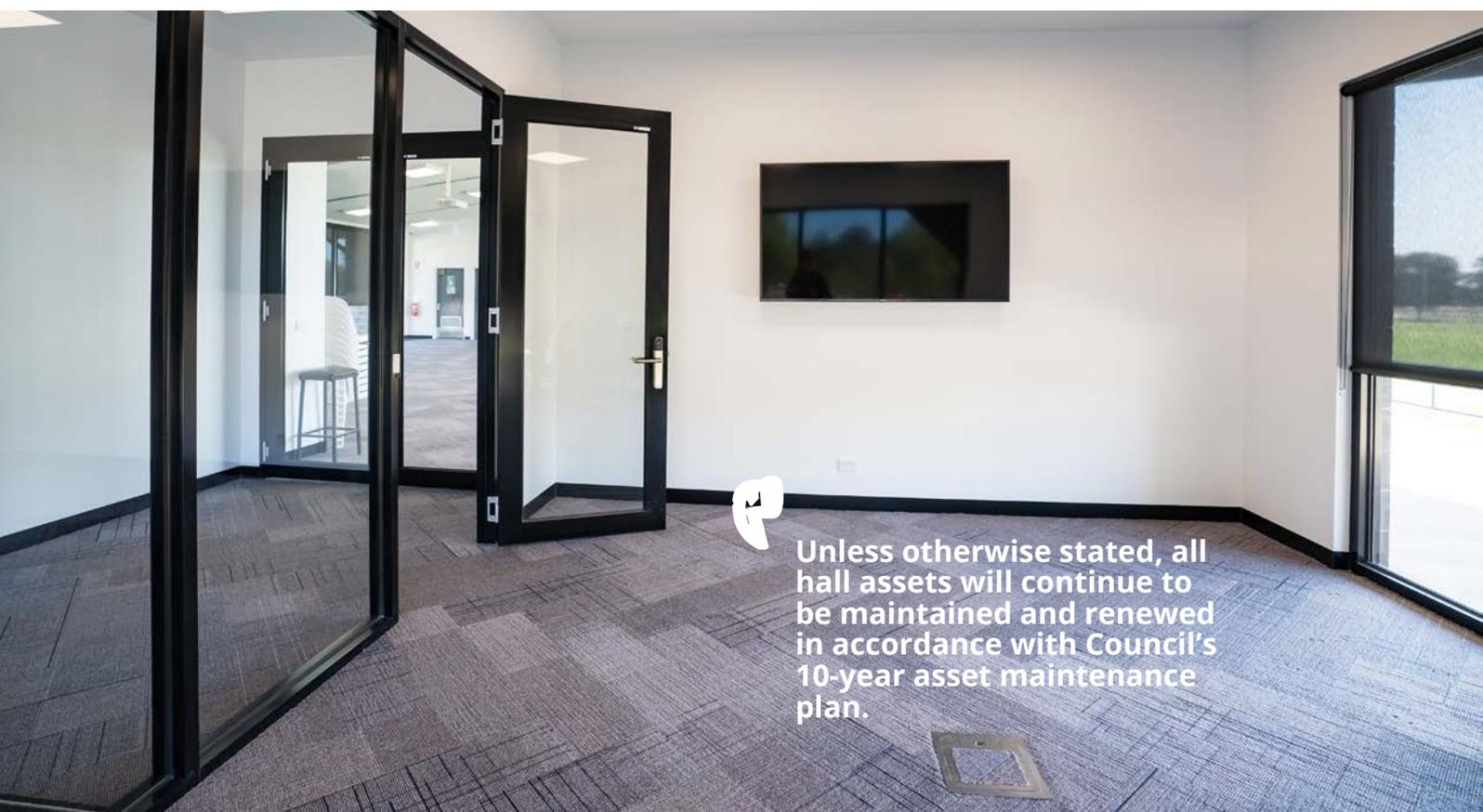
Proposed facilities for redevelopment, disposal and replacement

Redeveloped Facilities	Action
Moama Sporting Complex Martin St, Moama Condition: 3	Redevelopment of this site is subject to an independent site specific strategy / plan.
Mathoura Office and Hall 21-25 Conargo St, Mathoura Potential demolition of office and revitalisation of Mathoura Hall	Develop feasibility plan. Requires Stage 1 and 2 upgrades to the MVBC - 23 Moama St, Mathoura. This would facilitate office staff to be relocated to MVBC.

Replacement and lease / disposal / demolition	Replaced by
Koraleigh Hall 8 Eagle Ln, Koraleigh Disposal	New multipurpose facility at Koraleigh Recreation Reserve (refer to Parks and Open Space Strategy)
Goodnight Hall Wakool Junction Rd, Goodnight Condition: 3 Committee to consider managing directly with Crown	Alternative Facility: Tooleybuc Rec Res Hall / Sports Pavilion Murray St, Tooleybuc
Moulamein Hall 45-51 Morago St, Moulamein Condition: End of Life Committee to consider managing directly with Crown	New Multipurpose Building (Customer Service, Library, Community Services, Offices, Meeting Spaces) – subject to separate Moulamein Main Street Revitalisation Strategy Alternative Facility: Moulamein South Rec Res Sports Pavilion Endeavour Drive, Moulamein
Kyalite Hall River Rd, Kyalite Condition: End of Life Committee to consider managing directly with Crown, Consider hand back to the Crown, Consider demolition without replacement	Alternative Facility: Tooleybuc Rec Res Hall / Sports Pavilion Murray St, Tooleybuc Goodnight Hall, Wakool Junction Rd, Goodnight

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<p>Noorong Hall 3705 Noorong Rd, Noorong</p> <p>Condition: 3</p> <p>Committee to consider managing directly with Crown,</p> <p>Consider hand back to the Crown</p>	<p>Alternative Facility:</p> <p>Barham Hall (Heritage) 15 Murray St, Barham</p> <p>Wakool Hall 10 Perouse St, Wakool</p>
<p>Womboota Hall (Heritage) Moirra St, Womboota</p> <p>Condition: 2</p> <p>Committee to consider managing directly with Crown,</p> <p>Consider hand back to the Crown,</p>	<p>Alternative Facility:</p> <p>Bunnaloo Rec Res Sports Pavilion Fitzroy St, Bunnaloo</p> <p>Also Moama and Mathoura</p>
<p>Mallan Hall Cunninyeuk Rd, Mallan</p> <p>Condition: 2</p> <p>Committee to consider managing directly with Crown,</p> <p>Consider hand back to the Crown</p>	<p>Alternative Facility:</p> <p>Moulamein South Rec Res Sports Pavilion Endeavour Drive, Moulamein</p> <p>Also Tooleybuc, Koraleigh</p>
<p>Caldwell Hall 181 Yallakool Rd, Caldwell</p> <p>Condition: 3</p> <p>Committee to consider managing directly with Crown,</p> <p>Consider hand back to the Crown,</p>	<p>Alternative Facility:</p> <p>Bunnaloo Rec Res Sports Pavilion, Fitzroy St, Bunnaloo</p> <p>Also Barham, Wakool and Deniliquin (non-Council)</p>



Unless otherwise stated, all hall assets will continue to be maintained and renewed in accordance with Council's 10-year asset maintenance plan.

Our Buildings – Council Offices

MRC has four (4) Council Offices located throughout the region. The locations are as follows:

- Moama (Counter Service, Service NSW, incoming mail)
- Mathoura (MVBC – Call Centre, Counter Service, Bendigo Bank Agency, Services Australia Access Point, Library Services, Visitor Information Centre)
- Barham (Counter Service, Service NSW, V/Line services, Allianz services)
- Moulamein (Counter Service, Service NSW, WAW Credit Union services, Allianz services)

Note: some locations may have several customer service interface options in the one town. For example, in Moulamein, Council operates from the Moulamein Office, Moulamein Business Centre and the Moulamein Library / Community Services building. Council has no intent on removing services from these existing locations, there is an opportunity to consolidate assets and provide improved facilities that revitalise and reactive townships e.g. Moulamein.



Moama Office - Main
52 Perricoota Road, Moama



Moama Office – Meninya St - A
6 Meninya Street, Moama



Moama Office – Meninya St - B
6 Meninya Street, Moama



Mathoura Office
21-25 Conargo St, Mathoura



MVBC
23 Moama St, Mathoura



Barham Office
15 Murray St, Barham



Moulamein Office
20 Tualka Tce, Moulamein



Moulamein Business Centre
21 Morago St, Moulamein



Barham Community Hub & Op Shop (HACC)
29 Noorong St, Barham

Our Buildings – Council Offices



Moulamein Community Centre (HACC) & Library
49-51 Morago St, Moulamein



Moama Martin St Building (HACC)
1-5 Martin St, Moama



Proposed facilities for redevelopment, disposal and replacement

Replacement and lease / disposal / demolition	Replaced by
Moama Office – Meninya St – Building A (former customer service and main office) 6 Meninya Street, Moama Demolition	Moama Office - Main 52 Perricoota Road, Moama (refer to Meninya St Precinct Project)
Moama Office – Meninya St - Building B (former planning office) 6 Meninya Street, Moama Demolition (Crown Land)	
Mathoura Office 21-25 Conargo St, Mathoura Demolition and revitalisation of Mathoura Hall	MVBC 23 Moama St, Mathoura Requires Stage 1 and 2 upgrades
Moulamein Office 20 Tualka Tce, Moulamein Disposal	New Multipurpose Building (Customer Service, Library, Banking, Community Services, Offices, Meeting Spaces) – subject to separate Moulamein Main Street Revitalisation Strategy
Moulamein Business Centre 21 Morago St, Moulamein Disposal	
Moulamein Community Centre & Library 49-51 Morago St, Moulamein Demolition	
Moama Martin St Building (HACC) 1-5 Martin St, Moama Lease	Moama Office – Main, and Moama Sports Pavilion 52 Perricoota Road, Moama Requires Stage 1a and 2 upgrades



Our Buildings – Council Libraries

Murray River Council has three (3) libraries throughout the region at the following locations:

- Mathoura
- Barham
- Moulamein

Council also has a Mobile Library that visits Murray Downs, Wakool, & Tooleybuc (generally once a fortnight).



Moulamein
45-51 Morago St, Moulamein



MVBC
23 Moama St, Mathoura



Barham Office
15 Murray St, Barham



Mobile Library

Murray River Council also has reciprocal library arrangements with the following Council's/locations:

- Echuca (Campaspe Shire Council)
- Swan Hill (Swan Hill City Council)

Our Buildings – Council Libraries



Our Buildings – Council Libraries

Barham Library

2021/22 visitation: 8,073

Opening hours:

- Tues: 12pm-5pm
- Thurs: 10am-3pm
- Fri: 12pm-5pm
- Sat: 10am-12pm

Programs and activities:

- Move and Groove sessions for preschool age children – Weekly.
- Arts and crafts sessions – every Tuesday
- Lego programs – every Friday
- Author talks for new release books – held on a regular basis.
- Small art exhibitions – occasional.
- Book delivery service for those physically unable to attend the library
- Weekly themes to coincide with other promotions.
- Tech Savvy for Seniors Sessions – occasional annual program (partnering with Telstra Be Connected to hold more regular sessions available to all community members regardless of age).
- Public access computers.

Moulamein Library

2021/22 visitation: 2,195

Opening hours:

- Tues: 2pm-6.30pm
- Fri: 2pm-6.30pm
- Sat: 10am-12pm

Programs and activities:

- Story time sessions for local preschool followed by an arts and craft session – Fortnightly.
- After school games activities with board games – every Friday.
- Arts and crafts – every Tuesday and Friday
- Public access computers

Mathoura Library

2021/22 visitation: 745 (January to June 2022 period only)

Opening hours:

- Mon-Fri: 9am-4pm

Programs and activities:

- Local arts group – arts and craft sessions once a fortnight.
- Games afternoon – once a fortnight.
- Preschool – occasional excursions to the library.
- Tech Savvy for Seniors Sessions – occasional annual program (partnering with Telstra Be Connected to hold more regular sessions available to all community members regardless of age).
- Public access computers
- Story time for preschool age children (under development at time of writing)

Mobile Library

2021/22 visitation: 474 (January to June 2022 period only)

Opening hours:

- Mon-Fri: 9am-4pm

Programs and activities:

- Operates as a customer service centre – offering:
 - book borrowing
 - council services
 - tourism information
 - public access computers for people to access government and banking services as well as general access to the internet.
- Murray Downs – fortnightly on a Tuesday
- Wakool – fortnightly on a Wednesday
- Tooleybuc – fortnightly

Programs and activities:

- Service NSW and Services Australia (under application/negotiation at time of writing). If successfully implemented communities would be able to conduct transactions for:
- renewal and upgrade licences,
- registrations,
- Maritime Services,
- Fair Trading services,
- Births, Deaths and Marriages,
- Office of Liquor Gaming and Racing
- NCAT
- Kids Guardian Working with Children Check
- Centrelink
- Medicare

Echuca Library (Campaspe Shire Council)

Opening hours:

- Mon & Tues: 10am-5.30pm
- Wed: 12pm-8pm
- Thurs & Fri: 10am-5.30pm
- Sat: 10am-1pm
- Sun: 2pm-4.30pm

Activities and services on offer:

- reading clubs
- school holiday activities
- IT classes
- e-books
- e-magazines
- children's story time
- social groups, activities and classes

Swan Hill (Swan Hill City Council)

Opening hours:

- Mon to Fri: 10am-5.30pm
- Wed evening: 7pm-8.30pm
- Thurs & Fri: 10am-5.30pm
- Sat: 10am-12pm
- Sun: Closed

Activities and services on offer:

- reading clubs
- school holiday activities
- IT classes/computer access
- printers, copiers & scanners
- e-books
- e-magazines
- children's story time
- social groups, activities and classes

Proposed facilities for redevelopment, disposal and replacement

Redeveloped Facilities	Action
MVBC – Library & Customer Service 23 Moama St, Mathoura	Stage 1 - Redevelopment of library and customer service space (subject to grant funding)

Replacement and lease / disposal / demolition	Replaced by
Moulamein Community Centre & Library 49-51 Morago St, Moulamein Demolition	New Multipurpose Building (Customer Service, Library, Community Services, Offices, Meeting Spaces) – subject to separate Moulamein Main Street Revitalisation Strategy



Our Buildings – Council Dwellings

At the commencement of 2024, Council owned 5 dwellings located in Moulamein and is the Crown Land Manager for one (1) dwelling in Barham (located on the Recreation Reserve).



37 Turora St, Moulamein
Leased – Non Staff



44 Nyang St, Moulamein
Under Offer



7 Tualka Terrace, Moulamein
Leased – Staff



20 Carne St, Moulamein
Vacant



31 Gwynne St, Moulamein
Sold 28/02/2024



Gonn St, Barham Rec Res
Leased – Non Staff

Since amalgamation, there has been a natural attrition of office staff in Moulamein. In order to fill the resulting vacant positions, Council has needed to be flexible on staffing location in order to attract quality skilled replacements. As a result, there has been a decline in office staff based in Moulamein. This has resulted in a reduced demand for staff housing.

Asset management costs are significant and are projected to increase over time as insurances and other asset related costs continue to grow. As such, Council has identified the following dwellings for disposal.

Disposal	Comment
31 Gwynne St, Moulamein	Council resolved on 12 December 2023 to sell this asset in accordance with Revenue Taskforce recommendations.
44 Nyang St, Moulamein	Council resolved on 27 February 2024 to sell this asset in accordance with Revenue Taskforce recommendations.
20 Carne St, Moulamein	This dwelling is currently located on the same allotment as the Moulamein Business Centre. Council is currently in the processing of subdividing the allotment with the intent to dispose of this dwelling.

Our Buildings – End of Life Assets

Murray River Council has previously engaged an external consultant (CT Management Group) to undertake a comprehensive assessment of Council's Buildings and Structures.

As a result of this body of work, the following list of buildings / structures have been identified for disposal (decommissioning) based on assessment of condition, function, capacity and utilisation. These buildings / structures were earmarked for demolition within a two (2) year period. A number of these buildings / structures have already been decommissioned due to safety concerns / condition or have been replaced by new assets.

As a part of the decommissioning process, consultation took place internally (completed 17 November 2022) and in some cases externally (e.g. recreation reserve user groups) to ensure all identified buildings / structures are suitable for decommissioning / disposal. Note: Extensive consultation with external stakeholders has already occurred for some of the assets (e.g. Barham Recreation Reserve Old Clubhouse and Toilet block).

Council Resolved on 22 November 2022 to support the decommissioning of these end-of-life assets.



Wakool Recreation Reserve
Awnings/Canopy 6x3m



Wakool Recreation Reserve
Tennis Court Shelters



Tooleybuc Recreation Reserve
Tennis Clubrooms



Tooleybuc Recreation Reserve
Tennis Kiosk



Tooleybuc Recreation Reserve
Toilet Block (2) – Mens



Tooleybuc Recreation Reserve
Toilet Block (2) - Womens



Moulamein Race Course
Clubhouse Toilet Block
Demolished 2022



Moulamein Race Course
Gun Club Building
Demolished 2022



Barham Showground Reserve
Toilets South
Demolished 29/02/2024



Moulamein Race Course
Gun Club Amenities Building



Kyalite Recreation Reserve
Clubhouse (Tennis)



Liston Caravan Park
Amenities Block Female
Demolished 14/11/2022



Liston Caravan Park
Amenities Block Male
Demolished 14/11/2022



Liston Caravan Park
Amenities Block (2)
Demolished 14/11/2022



Old Moama Depot (Kiely Rd)
Tractor Shed



Old Moama Depot (Kiely Rd)
Moama Pound (Former)



Kyalite Recreation Reserve
Toilet Block



Wakool Recreation Reserve
Shed 5x3m
Demolished 2022



Wakool Recreation Reserve
Tennis Clubrooms (Old)
Demolished 2022



Koraleigh Recreation Reserve
Shed
Demolished 2022



Barham Showground Reserve-
Former Football Clubrooms
Demolished 15/05/2023



Goodnight Waste Facility
Shed and Toilet



Goodnight Waste Facility
Toilet

Revenue Taskforce - findings and recommendations

The Revenue Taskforce was commissioned in 2022 to improve the financial sustainability of Murray River Council.

The Revenue Taskforce identified that council has significant land and building assets that are surplus to current and future needs which, if managed efficiently, could provide council with additional (one-off) revenue. Moreover, as these assets are sold or retired, there would be a significant reduction in operational expenditure (maintenance and servicing).

The Revenue Taskforce efforts concentrated on land and building assets. As the land component represents the greatest potential change to Council's expenditure and income stream, this component will be addressed in the first instance (refer to the Murray River Council Land Strategy). Once the land projects are well underway the other suggestions will come to Council for consideration, e.g., buildings. (There will be an opportunity to link some of the public consultation regarding land with buildings in many instances.)

The Taskforce suggestions will not be easy nor quick to implement and will require significant community engagement and input, but they do offer some solutions to current issues and will improve council's financial position over time.

The unfortunate fact is that local councils' revenues are controlled and determined almost entirely by other levels of government through allocation of and setting of guidelines for grant funding, controls on rate increases, constraints on council activities to raise own source revenues, and cost shifting.

For council to achieve ongoing financial sustainability it will require council operations to continue to improve unit rates of production yearly, ensure our charges (water, sewer, waste, cemeteries) are not continued to be subsidised by General Rates, while encouraging and supporting population growth and economic development without additional financial risk. This will be no easy task.

Council resolved at the 28 March 2023 meeting of Council –

9.1.1 REVENUE TASKFORCE REPORT - DRAFT

RESOLUTION 070323

Moved: Cr Neil Gorey

Seconded: Cr Dennis Gleeson

That Council consider, as an initial step in relation to Land Assets, to commence the development of a detailed project management plan for land conversion with a view for change of use, lease, or sale, the public consultation process, which, when finalised, would then be reported for further consideration of Council.

CARRIED

Council also resolved at the 23 May 2023 meeting of Council –

9.1.3 REVENUE TASKFORCE ASSET RATIONALISATION PROJECT - COMMENCEMENT OF STAGE 2

RESOLUTION 140523

Moved: Cr Neil Gorey

Seconded: Cr Ann Crowe

That Council note the commencement of stage 2 (two) of the Asset Rationalisation Project (land conversion), as derived by the Revenue Task Force, considered in resolution 070323 at the 28 March 2023 Ordinary Meeting of Council.

CARRIED

The taskforce identified 47 buildings for review to determine:

1. Suitability of current use.
2. Suitability for future needs, as determined in the CT Needs and Demand Analysis.
3. Current returns / financial yield
4. Possible future return / financial yield
5. Recommendation for retention or disposal

Following the review process, the taskforce recommended that the following 15 buildings be considered for disposal.



Dwelling
37 Turora St, Moulamein
Leased – Non Staff



Dwelling
44 Nyang St, Moulamein
Under Offer



Dwelling
7 Tualka Terrace, Moulamein
Leased – Staff



Dwelling
20 Carne St, Moulamein
Vacant



Dwelling (CEO House)
31 Gwynne St, Moulamein
Sold 28/02/2024



Koraleigh Hall
8 Eagle Ln, Koraleigh



Moama Preschool (former)
Regent St, Moam



Moulamein Office
20 Tualka Tce, Moulamein
(Subject to Moulamein Main
Street Revitalisation Strategy)



Moama Martin St Building
(HACC & Medical Centre)
1-5 Martin St, Moama
(Dispose, lease or redevelop)



Op Shop
19 Brougham St, Moulamein
(Consolidate and dispose or
redevelop for staff
accommodation)



Moulamein Business Centre
21 Morago St, Moulamein
(Subject to Moulamein Main
Street Revitalisation Strategy)



Barham Community Hub & Op
Shop (HACC)
29 Noorong St, Barham
(Possible disposal or retain
and develop adjacent
site into retail buildings.)



Barham Rest Centre, Public Toilets & Playground
(demolish toilets and dispose of Lot B DP385631)



Moama Depot
4 Barber Crt, Moama
(Subject to relocation of depot to alternate site)



Mathoura Swimming Pool
Mathoura St, Mathoura

It has also been recommended that management responsibility for 7 lots with buildings, mainly Crown Reserves and halls, be formally transferred to the management committees if the committees are agreeable. Another 7 buildings are to be further investigated, as part of the Meninya Street Moama and the Morago Street Moulamein projects. It is recommended that 18 of the buildings be retained for their current purpose.

Prior to Council's consideration of the Revenue Taskforces key disposal recommendations, an extensive consultation process must take place especially in relation to assets that are valued and used by the community. It is expected that the stakeholder engagement process will take place over a 5-6 month period and is due to commence in 2024. As processes are finalised, as per normal procedures, council will receive reports so that final decisions on changes of land tenure can be assessed.



Buildings – service levels

Council recognises the importance that levels of service play in optimising the lifecycle management of building assets. For the assets covered by this strategy, Council continues to work towards achieving the required service levels in practice. The proposed four level building criticality/ classification hierarchy will be utilised to frame levels of service for this asset class. The development and monitoring of actual service levels will be one of the foundations of future improvement through the asset management planning process.

Building Statutory Technical Levels of Service

Performance Measure Category	Level of Service Expectations/ Outcomes	Current Performance Measure
Quality	Buildings are sufficiently free from defects that result from a non-compliance with the National Construction Code at the time of construction	Condition of facilities – (Within agreed intervention condition score for hierarchy level) All identified non-compliances are rectified within the timelines specified in the Service Level Agreement (future document)
Service Function	Buildings are functional and support the delivery of the required services and within the respective classification of the building and related Australian Standards	Customer feedback >80% satisfaction level
Capacity	Buildings are configured to meet Building Classification requirements and meet all fire safety related codes relevant to each building	100% compliance
Safety	Compliance with the NCC Code (at time of construction) Compliance with the requirements of Workplace Health & Safety legislation	Nil Injuries due to hazards All identified non-compliances are rectified within the timelines specified in the Service Level Agreement (future document)
Accessibility and Availability	Facilities comply with relevant basic accessibility standards relative to building function	Accessible facilities comply with standards at the time of construction
Environmental	Compliant with Trade Waste and EPA requirements	100% compliance

Building Non- Statutory Technical Levels of Service

Performance Measure Category	Level of Service Expectations/ Outcomes	Current Performance Measure
Quality	Buildings are sufficiently free from defects that result from a non-compliance with the National Construction Code at the time of construction	Condition of facilities – (Within agreed intervention condition score for hierarchy level All identified non-compliances are rectified within the timelines specified in the Service Level Agreement (future document)
Service Function	Buildings are functional and support the delivery of the required services	Customer feedback >80% satisfaction level Review functionality as part of building inspections at intervals identified in the Service Level Agreement (future document)
Capacity	Utilisation of building is appropriate for the types of services supported	Review utilisation as part of building inspections at intervals identified in the Service Level Agreement (future document)
Safety	Compliance with the NCC Code (at time of construction) Rectification works are completed within the timelines specified in Appendix A. Rectification works requiring renewal funding are assessed under the capital renewal Program within x days of being identified Asbestos Assessments carried out	100% of Inspections carried out in time and recorded into log books and annual report prepared 100% compliance 100% compliance Carried out on all buildings identified on the asbestos register and all identified risk items rectified
Accessibility and Availability	Buildings available to provide the designated service during the prescribed hours of operation	Availability >95% of the time
Sustainability/ Affordable	To provide an appropriate and cost effective building maintenance service	Maintenance >1% of replacement value across all facilities 70% Preventative Maintenance 30% Reactive Maintenance
Environmental	Compliant with Trade Waste Requirements and EPA requirements Compliant with WH&S requirements for the management of asbestos containing materials in Council Buildings Appropriate Energy efficiency measures are adopted as part of building renewals and upgrades	100% compliance 100% compliance 100% compliance

Maintenance Schedules

The following table is to be read in conjunction with:

- Buildings Condition Assessment. Part A – Building Summary Report (April 2021)
- Buildings Condition Assessment. Part B – Building Summaries & Maintenance (June 2021)
- Buildings Condition Assessment. Part C – Maintenance Summary (June 2021)
- Buildings 10 Year Maintenance and Renewal Spreadsheet (June 2021)
- Buildings & Other Structures Asset Management Plan
- Crown Lands Plan of Management – various which capture buildings on Community Land.

Service / Function	Frequency	Building / Facility
Pest Inspection & Treatment	Annually	All Buildings
Gutter Cleaning & Condition Inspection	Annually	All Buildings
Heating, Ventilation & Airconditioning (HVAC) Service, Cleaning and Repair	Six Monthly Annually	High Priority Buildings All other buildings
Essential Fire Safety Measures (service and inspection)	Six Monthly and Annually (as per legislative requirements)	All Buildings
Cleaning	As per cleaning contract and based on use frequency and occupation numbers	All Buildings identified in cleaning contract
Security (CCTV) – Maintenance	Six Monthly	All Buildings with CCTV
Carpet Cleaning	Six Monthly Annually	High Priority Buildings All other buildings
Lift Servicing	Annually	Moama Office - Main
Solar Systems	Annually	Where installed
Automatic Door Servicing	Six Monthly	Where installed
Salto Security Access System	Upon system notification	Where installed
Roller door / Auto gate servicing & maintenance	Annually	Where installed
Asset condition Inspections	Annually	All Buildings

Extract of Councils' ten (10) year Buildings Condition Assessment.

Part C – Maintenance Summary (June 2021)

Maintenance Register			
Barham Community Hub & Op Shop (HACC)			
5556	Item:	Roof	
	Problem:	Gutters full of leaf and debris	
	Action:	Clean gutters annually	
	Est_Cost:	\$4,500.00	
	Expenditure Type:	Cyclic Program	
	Freq:	1	
	Next Due:	2021	
5559	Item:	Floor Cover	
	Problem:	Planned Carpet Replacement Program // Hub	
	Action:	Replace Carpet at recommended schedules	
	Est_Cost:	\$9,200.00	
	Expenditure Type:	Cyclic Program	
	Freq:	8	
	Next Due:	2027	
5552	Item:	Floor Cover	
	Problem:	Planned Vinyl Replacement Program // OpShop Area	
	Action:	Replace Vinyl at recommended schedules	
	Est_Cost:	\$5,000.00	
	Expenditure Type:	Cyclic Program	
	Freq:	10	
	Next Due:	2028	

5555	Item:	Wall Surf Ext	
	Problem:	External Painting Program	
	Action:	Paint to recommended schedules	
	Est_Cost:	\$4,500.00	
	Expenditure Type:	Cyclic Program	
	Freq:	8	
	Next Due:	2028	
5554	Item:	Wall Surf Int	
	Problem:	Internal Painting Program // OpShop area	
	Action:	Paint to recommended schedules	
	Est_Cost:	\$2,800.00	
	Expenditure Type:	Cyclic Program	
	Freq:	10	
	Next Due:	2028	
5558	Item:	Wall Surf Int	
	Problem:	Internal Painting Program // Community Hub area	
	Action:	Paint to recommended schedules	
	Est_Cost:	\$3,700.00	
	Expenditure Type:	Cyclic Program	
	Freq:	10	
	Next Due:	2029	

Planning Standards

There are no universally adopted benchmarks or guidelines for the provision of community and operational facilities at a local government level.

In the absence of specific benchmarks, the following best practice principles are recommended to inform the location and design of future community facilities throughout the MRC region.

The following requirements are suggested to be utilised as a guide for all new and upgraded facilities.

Issue	Principle
Visually prominent	Locate in a highly visible location, such as a main street, that is central to the population catchment
Well integrated	Co-locate near/in retail centres and/or with other community facilities such as schools and other community services
High accessibility	Locate within walking distance of public transport and be well connected to the pedestrian/bicycle network to ensure highest levels of accessibility. All facilities reasonably compliant with Universal Access Standards.
Place making	Locate facilities adjacent to open space areas, town squares or plazas to enhance the civic presence of the facility and place making opportunities
Multipurpose design	Design to accommodate a range of different activities at the same time and allow for future expansion
High public safety	Location, facility and management meet best practice requirements for public safety as per Crime Prevention Through Environmental Design (CPTED)
Sustainable design	Design for high levels of sustainability to assist with long term operational efficiency

PROVISION STANDARDS – Additional considerations:

- Distribution (i.e., geographic distribution is a key access and equity issue for the community).
- Accessibility and Connectivity (i.e., ease of access is critical to the community to enjoy and use facilities).
- Diversity (i.e., the range of facilities and experiences offered within the local government area).
- Quantum Size and shape (i.e., capacity meet and accommodate a range of activities and needs).
- Quality of visitor experience (i.e., the quality of the facility and ongoing maintenance and management considerations).

Provisioning Standards for Buildings

The provisioning standards, when it comes to the desired standards and levels of service for buildings are as follows:

Building use	Generally accepted catchment area (population, localities etc.)	Distance between venues (Kms / Drive time)	Embellishments	Level of embellishment
Halls	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Kitchen/Communal Facilities Lighting Parking Accessible Parking Seating Incorporates technology (Wifi access)	
Libraries	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Lighting Parking Accessible Parking Seating ICT infrastructure Incorporates technology (Wifi access)	
Council Office (Customer Service interface)	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Lighting Parking Accessible Parking Seating ICT infrastructure Incorporates technology (Wifi access)	Public changing station
Sporting Pavilions / Clubrooms	Yet to be determined via public consultation	Yet to be determined via public consultation	Toilets/Changerooms (Universal Design) Heating/Cooling Kitchen/Communal Facilities Lighting Parking Accessible Parking Seating Incorporates technology	
Public Toilets / Amenities	Yet to be determined via public consultation	Yet to be determined via public consultation	Universal Design (Changing Places) Accessible Parking Designed to maximise safety	

Action Plan

Task	Action
<p>Provisioning standards and embellishments for buildings</p>	<p>Develop provisioning standards for Council buildings that fall within the scope of this strategy. This process will define the provisioning standards being the generally accepted catchment area (population, localities etc.) and the accepted distance between venues / facilities. Further to this the process will also set the level of embellishments to the facilities. This process requires stakeholder engagement and public consultation.</p>
<p>Public Amenities</p> 	<p>Develop a public amenities strategy that deals with public toilets and facilities located not only within parks and sporting grounds but also at Council buildings, road reserves and roadside stops. The strategy will also focus on accessibility including carparking, paths of travel to the amenity buildings, and compliance with technical requirements such as AS1428-2009 Design for access and mobility Part 1: General requirements for access. This will also investigate the implementation of changing places toilets. This proposed strategy may require an additional community survey and community consultation.</p>
<p>Moulamein Main Street Revitalisation Strategy</p>  	<p>Through a comprehensive community consultation and stakeholder engagement process, Council intends to develop a strategy for the revitalisation of Moulamein Main Street. From a building's perspective, the strategy will involve a detailed assessment (condition, capacity, function and utilisation) all of Councils buildings in Moulamein with the aim to consolidate key Council services in Morago St. The centre piece to the strategy, with respect to buildings, will be the development of a new multipurpose building to replace the existing Hall / Library / Community Services Building in Morago St.</p> <p>The new and modern Multipurpose building will aim to consolidate the following services into a new centrally located, fit for purpose building:</p> <ul style="list-style-type: none"> • Customer Service, • Banking Services, • Library, • Community Services, • Staff Offices • Meeting spaces • Op shop <p>It is envisaged that the sale of Council buildings (surplus to Council needs) will help fund the delivery of this project.</p>
<p>Murray Downs Township Masterplan</p>	<p>As a part of the development of this Masterplan, analysis and determination of current and future needs for public facilities in Murray Downs and exploration of potential shared services with Swan Hill Council.</p>
<p>Mathoura Main Street Masterplan</p>	<p>Tying into the development of the provisioning standards and embellishments for buildings as well as the Public Amenities Strategy, the development of a Mathoura Main Street Masterplan and associated impact on public amenities and services levels.</p>

Implementing the strategy

The Building Strategy 2024-2034 identifies the strategic actions that will assist Council to achieve its vision and outcomes for the Council's buildings and facilities and respond to the community's needs and desires identified during the community engagement process (noting that further community consultation and stakeholder engagement is required to develop the Provisioning standards and embellishments for buildings).

This strategy has identified two key challenges that are present in relation to a wide range of service types across the community and operational buildings portfolio. Broadly, the strategic direction for addressing these is as follows:

Challenge 1: Renewal and maintenance of ageing facilities that are at times not fit for purpose.

Strategic direction: To address this challenge in the long term, Council will invest in and seek grants to fund upgrades and new facilities, seeking where possible to rationalise usage of community and operational facilities by consolidating services in newer, larger and more centrally located facilities. Older facilities not suitable for upgrades will be repurposed as new ones become available to meet community needs, but repairs will in the meantime be prioritized to keep them serviceable.

Challenge 2: Address gaps in assessed community and operational needs.

Strategic direction: Existing service provision through community and operational facilities is not always adequately meeting community and business needs. Council will address this challenge by seeking to consolidate services in newer upgraded facilities. An example of this is the proposed development of a new multipurpose building to replace the existing Hall / Library / Community Services Building in Morago St associated with the Moulamein Main Street Revitalisation Strategy. Council will also advocate for additional service provision in areas of need, seek grants to expand public amenity provision, and review terms and conditions of existing leases and hiring arrangements to enhance use of facilities and maximise community and operational benefit.

Funding

Implementation of the strategy will require a commitment of funding and resources as well as the establishment of partnerships and attainment of grant funding to be achieved. Funding opportunities include:

- Council revenue – operational and capital budgets. Priorities and actions will need to align with Council's annual budgets, Council's Long Term Financial Plan and Asset Management Plan;
- Developer contributions in accordance with Section 7.11 of the Environmental Planning and Assessment Act 1979 which can be monetary contributions, land dedication or agreed embellishments / works of material public benefit in lieu, in accordance with adopted Section 7.11 Plans;
- Government grants which can be related to sport and recreation, health promotion, arts and culture, biodiversity, streetscape initiatives, climate change or infrastructure development;
- Community grants;
- Landowner and partnership agreements. For example, facility sharing with NSW RFS, private land agreements for biodiversity conservation or voluntary planning agreements; and
- Philanthropic sources.

The implementation of actions within the strategy will also be influenced by:

- The availability of State and Federal Government grants;
- The prescriptive nature of various grants and aligning the grant funding directive with the strategy's recommendations and outcomes;
- The availability and capacity of staff;
- Council's capacity annually to fund the desired levels of service, considering both capital investment and ongoing operational and maintenance demands; and
- Council's wider budgetary priorities.

Accordingly, as work programs and budgets are developed, some prioritised actions may be delayed, or others brought forward. Some actions may be reconsidered as circumstances change, new information is uncovered, and experience is gained following implementation. It will also be necessary to allocate additional maintenance funding and resources to respond to buildings and facilities when obtained through State and Federal Government grants.

Monitoring and reporting

The adopted Building Strategy (2024-2034) will be reviewed in-line with the Council's Integrated Planning and Reporting Framework, including the budgeting cycle. The Building Strategy is a long-term planning document with a 10-year horizon. Monitoring and reviewing its implementation are essential for the strategy's success. It is recommended that a full review of the strategic priorities and the desired level of service is undertaken every five years. Ongoing communication with residents, community organisations and staff on the strategy and its implementation is recommended. Key to measuring the success of the implementation of the Strategy will be the community's satisfaction with community and operational buildings. This will be measured by undertaking customer satisfaction surveys on a regular basis over the strategy's 10-year life span.

Actions and Outcomes

The 2022-2026 Murray River Council Delivery Plan and associated MOR will monitor and manage all actions and outcomes for the Building Strategy. The Delivery Program identifies the embellishments which have been requested by the Community during consultation processes. Future building development will be in line with the building hierarchy classification.

Review

It is anticipated that the Strategy will require review in line with the development of the 2026-2030 Delivery Plan and a complete revision in ten years.



References

- Development Control Plan

DISCLAIMER:

Council will make every effort to meet the schedules of maintenance as documented in this Strategy, however Council cannot guarantee that budgetary or staffing changes will not impact on our ability to meet the outlined levels of service.

Section 42 of the Civil Liability Act.



**murray river
council**

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