



murray river
council

State of the *Region* Report

Reporting the progress made
on implementing the 2022-2032
Community Strategic Plan.



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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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.

Murray River Council Vision



CEO Message with Terry Dodds, PSM

CEO Sept 2021-Sept 2024



Welcome to our 2024 State of the Region Report. Through this document we look to track council's progress against the Community Strategic Plan (CSP) over the last council term.

Due to COVID 19, under direction from the NSW Government, the last term of council was extended and subsequently, the implementation period for our Community Strategic Plan was shortened to only two years and nine months.

To achieve so much in such a short time is absolutely compelling. Even more so, as council spent a considerable time and effort recovering from the devastating impact of the floods post December 2022. Since we adopted the Community Strategic Plan in early 2022, here are just some of our deliverables:

- Commenced the design of a new water treatment plant in Moama
- Installed a new raw water network in Koraleigh
- Commenced review and upgrade of the Moulamein Flood Study and Management Plan
- Finalised the Echuca Moama Flood Study
- Established better communications and management with our volunteers (355 Committees) with the appointment of a Manager Local Connections
- Restructured the Planning and Building Directorate (winning an industry award in the process)
- Continued to collaborate with Swan Hill Rural City Council in advocating for the replacement of the Swan Hill – Murray Downs bridge
- Managed the October to December 2022 flood emergency
- Successfully advocated for flood recovery support
- Launched 'Voice of Customer' program
- Advocated for tighter regulations surrounding dog breeding facilities.
- Launched 'Sustainable MRC' project

- Made a submission to the Productivity Commission's Local Water Utilities Inquiry
- Advocated to the NSW Government for improvements to the e-Planning Portal
- Completed our Local Housing Strategy
- Finalised FOGO (Food Organics, Garden Organics) program
- Council formally adopted and launched the Meninya Street Precinct Re-Development
- Initiated the River Country Art Trail
- Commenced school-based apprenticeship program
- Developed and delivered the new Moama Preschool
- Developed a Youth Engagement Program
- Delivered Moama Lights – winning acclaim from five different entities / associations
- Commenced Employment Lands Strategy
- Approved almond hulling facility in Murray Downs
- Sold industrial land to a multi-national company that will bring investment to our region
- Murray River Council was one of the driving forces behind the organisation of the 'Municipal Work Australia Field Day' held in Moama in June 2024
- Launched new digital platform for the management of cemetery data - winning an award for the project.

This is an incredible list of achievements - and there's still plenty more!

As the CEO of such a motivated team of people it makes me incredibly proud to sign off!

Terry Dodds, PSM

About this report



Purpose

This State of the Region Report has been prepared in accordance with the Integrated Planning and Reporting (IP&R) Framework provided by the Office of Local Government NSW. It presents Council's performance over the last council term and the progress made in implementing the 2022-2032 Community Strategic Plan (CSP).

Our 2022-23 CSP and associated documents marked the beginning of a new CSP for Council. The new CSP was designed around community wants and needs and was based on an extensive engagement process undertaken across the region. The new CSP has provided MRC an opportunity to grow and shape the future of our region taking into consideration the current requests and requirements of our community.

Report structure

Over the past two and a half years, Council has focused on delivering the activities set out in the 7 themes that drive our Community Strategic Plan. The Strategies in these themes set out high level outcomes supported by the delivery of projects and activities.

Details on performance against the CSP is detailed in our 'Progress Report' section and is structured around the 7 CSP themes:

- 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

An overview of Council's financial performance during this time is also included in the Progress Report.

Our Councillors; September 2021-September 2024

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

- **Moama Ward** - taking in the township of Moama
- **Greater Murray Ward** - taking in the area of the former Murray Shire, minus Moama
- **Greater Wakool Ward** - taking in the area of the former Wakool Shire.

Moama Ward



Cr Frank Crawley
Mayor Sept 23 - Sept 24
Deputy Mayor May 22 - Sept 23

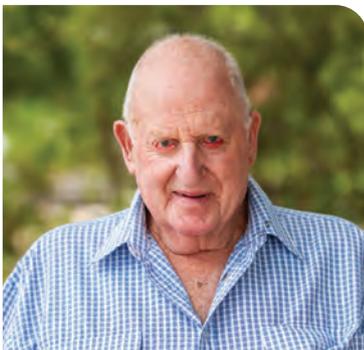


Cr Nikki Cohen
Deputy Mayor Sept 21 - May 22



Cr Chris Bilkey
Mayor Sept 21- Sept 23
(resigned from Council Oct 23)

Greater Murray Ward



Cr Kron Nicholas



Cr Thomas Weyrich



Cr Geoff Wise

Greater Wakool Ward



Cr Dennis Gleeson



Cr Neil Gorey
Deputy Mayor Sept 23 -Sept 24



Cr Ann Crowe

How we measure progress

We regularly monitor our progress against each of the objectives outlined in our CSP and DP via Council's Monthly Operational Report. Each Business Units provides monthly updates on the progress of projects and programs of works identified within the Delivery Program and the yearly Operational Plan. These line items directly relate to the goals outlined within the CSP.

If a project or program of work requires a review of its timeline, outcome or implementation, Business Unit Managers are able to request a change to the requirements which is reported to Council as required.

Reporting on our progress

Our 2022-32 CSP and 2022-26 Delivery Program had to become adaptive documents throughout the term of Council as we faced challenges such as Covid-19 and the devastating floods of 2022. Some of our targets were extended and others have been moved to future Delivery Programs as we were unable to complete them.

For the purpose of this report, we have undertaken a qualitative implementation review, with outcomes noted in the comments section of our reporting tables. We have also noted in the future actions column whether objectives have been absorbed into Business as Usual, are to be rolled over into the updated 2025-35 CSP / 2025-29 DP or removed from the future CSP as it is not a feasible option for Council to pursue at this time.

The progress of each objective is also provided a ranking:



Complete



Underway



Not started
(or determined to be outside of Council's scope)

Reporting on our highlights; The End of Term Report

Our 2021-24 End of Term Report provides additional information on some of the higher profile projects we have undertaken during this period.

The report offers an expanded overview of many of our achievements over the last council term and is a celebration of what council and the administration have been able to achieve.

The document can be read in partnership with this report and is available as an attachment to our 23/24 Annual Report or via the QR code below:



Implementing the Community Strategic Plan...

Our Progress Report





OUR FINANCIAL PERFORMANCE

The following pages outline the Council's financial performance over the last Council term.



Our actions

Over the course of our current Community Strategic Plan 2022-2032, we have undertaken a significant amount of work to review Council's financial position.

Like all councils, we are funded through the rates we collect and grants we receive, but we have little means to create additional income beyond this. The NSW Government has also put a cap on rate rises, which in recent years has been below the level of general inflation.

As a result, the cost of delivering essential services such as roadworks, rubbish collection, water supply, sewer removal plus our steadily expanding service list has meant that our costs have outpaced revenues, resulting in operational deficits.

Over the last 2 years we've been looking at ways to improve the financial sustainability of the council. We've called this project "Sustainable MRC".

Firstly, we looked internally to improve many of our own practices:

- We met with all staff and asked them to reduce all 'discretionary expenditure.' The 'bottom up' approach was an amazing success, taking \$100,000 off our operational expenditure per month.
- We formed a new council committee titled the 'Revenue Task Force,' chaired by the mayor. Over the last year we recycled many underutilised assets, not only gaining in excess of \$1million in revenue, but there is also a significant reduction in maintenance costs, and an increase in rateable premises.
- We built a matrix that tracked all actions by every single staff member to determine the exact expenditure in the Water, Sewer and Waste Funds. While most of the direct costs were correctly allocated (via time and plant sheets), approximately \$1.2 million in indirect costs were incorrectly attributed – inadvertently being subsidised by the General Fund. The correct allocation of indirect costs as a 'charge' to Water, Sewer and Waste Funds made an incredible difference to being able to maintain our assets paid for by General Rates.
- We investigated all our energy costs and discovered there was opportunities to reduce expenditure on power bills. We reviewed our tariff categories and identified locations where installation of on-site solar generation would provide a good payback. Currently we have applied for a grant to implement this project.

- We entered a collaborative effort with two JOs (RAMJO and HunterJO) for establishing a new Power Purchase Agreement, which is expected to save between \$60,000 and \$70,000 per year.
- We did a complete review of our depreciation. This was a huge project which turned out to be one of the most rewarding. We discovered that we'd over allocated \$4,500,000 against our depreciation for roads assets.
- We also looked at what additional skills some of our staff have and how we can better utilise them versus bringing in expertise from outside the organisation.
- We looked very carefully at our 'Yellow Fleet,' increasing utilisation overall, and retiring plant that was not cost effective.
- Largely through natural attrition we reduced permanent staffing levels from 216.7 to 191.5 FTEs.

All these actions reduced operational costs without compromising services. Our Operating Performance Ratio has now improved by a massive 84% (-31% to -5%). There has been a lot of planning, conversations and fact checking undertaken to make sure these decisions and their outcomes have the best results for our community.

Moving forward

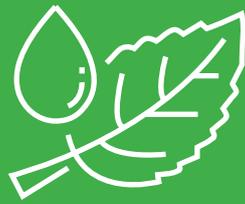
We are now focusing our attention on our services, our assets and avenues to increase income over the longer term:

- We have developed a Parks and Open Spaces Strategy which acts as a top-level guide for the ongoing monitoring and management of existing spaces, and any future open space development,
- We have closed several free waste drop-off stations, reduced opening hours at other locations and closed several legacy landfills which were at the end of their lifecycle and now require further rehabilitation as per the 10-year Waste Management Plan. We have developed a Buildings Strategy which covers facilities such as public halls, offices, libraries, public toilets and sports pavilions. The hierarchy classifications are defined by the current state of building, frequency of use, community visibility and the visitation rates for each site.
- We have begun reviewing our face-to-face opening hours, which will aim at freeing up a set number of hours each week for current staff to undertake work on services that are either lacking attention or have been added to council's growing service list (by way of cost-shifting from Government or community expectations).
- We have assessed in excess of 410 blocks of land and more than 820 buildings which Council manages or owns. The review was focused on the needs and demands for each asset, and it was determined that some assets are not providing value to the community like they once did. We will further this project with the intent of reducing the amount of assets that may offer little value to the community or are at 'end-of-life, over time.

At the Ordinary Council Meeting held on 12 December 2023, Council resolved to take the necessary action to address the financial deficit currently being experienced by Council, over a period of ten years. The intent is to reach a break-even position by the end of that period. The exact actions to be undertaken, both on the cost side and the revenue side are yet to be determined.

At the Ordinary Council Meeting held on 25 June 2024, through a Mayoral Minute, Council also determined to explore the possibility of a Special Rates Variation (SRV), with conversations likely to commence in early 2025.

It is likely the actions undertaken to implement the Council resolution to erase the deficit over the next ten years could have an impact on the implementation of the actions within the upcoming CSP 2025-2035. Any actions to be taken, including the application for an SRV will be subject to future community consultations.



A PLACE OF ENVIRONMENTAL SENSITIVITY

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



Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Facilitate circular economy.	1.1	Designing and promoting products that last and that can be reused, repaired and remanufactured.	Increase of waste diversions of reclaimed, recycled and remanufactured materials out of landfills.	Deliver, Partner, Advocate		Reuse, repair and remanufacture are now embedded into multiple business units across Council from road surface reuse on site, to replacement of park furniture.	This strategic objective is embedded into business as usual across multiple business units and is supported via the Sustainable MRC project. As such this objective will be removed from the next CSP.
	1.2	Enhance waste and recycling programs to increase resource recycling across LGA.	Develop & begin implementation of Waste Management Strategy.	Deliver, Partner, Advocate		FOGO was rolled out to all MRC townships. Well received – low contamination rates. The Automated Depot built and operating in Moama. Council is an active participant in the National Garage Sale Trail.	This objective will continue into the next CSP – Theme 1.
Protect, enhance and sustain the natural environment.	1.3	Integrated Water Cycle Management.	Develop & begin implementation of Stormwater Strategy, Sewer Strategy and review of Drinking Water Quality Strategy.	Deliver, Partner, Advocate		Design of the new Moama Water Filtration Plant has been completed. Awaiting funding opportunities. Installation of Raw Water Pipeline for Koraleigh. Reduced demand on Water Treatment Plant. Smart Water Meters have been installed council-wide and is helping identify properties with unaccounted water leaks. Implementation of the Mi-Water platform to assist customers manager their water consumption. Flood Studies including Echuca Moama Riverine Flooding and Moulamein Riverine Flooding has been reviewed and updated to reflect the data captured from the 2022 floods. RAMJO Water Position Paper (largely driven and written by former MRC Mayor). Provided a response to the Productivity Commission’s Local Water Utilities Issue Paper – which considers the challenges around funding for local water utilities. Ongoing Water Mains Cleaning Program to improve water quality. Upgrades to drainage systems and levees as needed. Barham Water pressure issues rectified. Sewer plant and network review complete. Review of Barham and Moama Sewer Treatment Plants in progress. Involved in the development of the Southern Riverina Drought Resilience Plan.	This objective will continue into the next CSP – Theme 1.
	1.4	Improving areas of natural habitat.	Identify and enhance natural values/habitats as part of any landscape upgrades to Council Reserves.	Deliver, Partner, Advocate		Green space release in the future will be completed in line with the Housing Strategy and Parks and Open Space Strategy. A Waterfront Strategy for the Riverina Region is under development by DPE.	Objectives 1.4 and 1.6 of this CSP will be consolidated into a single objective and continued in the next CSP - Theme 1.
	1.5	Landfill rehabilitation works.	Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years.	Deliver		Koraleigh landfill rehabilitation commenced, where the capping of the land fill was completed as part of the first stage of the rehabilitation of the site. Other sites will continue to be rehabilitated into the future. Non-essential landfill and reuse sites have been closed.	This objective will continue into the next CSP – Theme 1.

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
						<p>A Landfill Rehabilitation Charge has been established as part of the Annual Rates and Charges and applied to all properties with a kerbside bin service to cover the costs of rehabilitation and reinstatement of unused landfills and cells.</p> <p>Construction of the new landfill cell at the Moama Waste Facility was a great success and has placed us in a good position for future waste management.</p>	
	1.6	Stewardship agreements for biodiversity and native vegetation management.	Work with relevant agencies to identify any projects that Council can support and contribute to.	Advocate		Native vegetation and stewardship of biodiversity values is encouraged through development processes.	This objective will be consolidated with Objective 1.4 and will continue in the next CSP – Theme 1.
Plan for the impacts of climate change.	1.7	Environmental Sustainability Program.	Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change.	Deliver		<p>Environment sustainability initiatives are embedded in business as usual as well as through internal projects such as the LED light replacement project on Sport and Recreation reserves.</p> <p>Site assessments for solar installations has been completed and 8 sights have been submitted for grant funding. Awaiting decision from funding body.</p>	Environmental Sustainability has been embedded into various Business Units across the business and therefore a standalone strategy is no longer required, as such this objective will be removed from the next CSP.
Increase awareness and education for environmental sustainability.	1.8	Develop an education program focusing on Council services.	Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities.	Deliver, Partner, Advocate		<p>MRC internal education programs have been developed relating to Water efficiency and What waste goes where.</p> <p>These sessions are based at an Early Learning / Preschool Level.</p> <p>Halve Waste has been engaged to undertake Waste Education Sessions at some Public Schools across the region.</p> <p>Petaurus Group developed and rolled out a pilot program relating to Weed Management. The program is currently on hold.</p> <p>Launch of the MiWater Platform to assist community members manage their water consumption and identifying properties with leaks.</p> <p>Scores on Doors program – launch of the Environmental Health program letting residents and diners know how well local food businesses are complying with food hygiene and safety requirements.</p>	This objective will continue into the next CSP - Theme 1.



A PLACE OF PROGRESSIVE LEADERSHIP

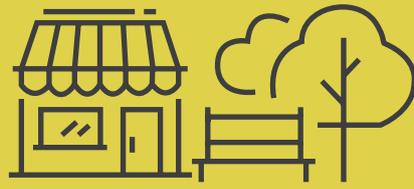
We will plan and advocate for the changing needs of our community through effective and engaging leadership.



Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Deliver Exceptional and consistent service to our internal and external community.	2.1	Visitor and resident information.	Development of a Community Directory and general information relevant to Council and local services.	Deliver, Partner, Advocate		Development of the Community Directory is ongoing and will be administered via the Live, Work, Invest platform. New residents kit complete, hard copies distributed by real estate agents and available in all customer service centres. Download available via Council's website. Service NSW services available at Barham, Moulamein, Moama.	This objective will continue into the next CSP – Theme 2.
	2.2	Provide a variety of options on how people can contact Council.	Develop a community access/engagement strategy including digital platforms and by phone.	Deliver		Commenced development of the Customer Experience Strategy. Change of Customer Service hours to come into effect by the end of 2024. Mobile Library and Service Centre visiting Wakool, Tooleybuc and Murray Downs on a fortnightly basis.	This objective will continue into the next CSP – Theme 2.
	2.3	Customer Service Charter.	Develop and implement a fully integrated Customer Relationship Management (CRM) process and system.	Deliver		Voice of Customer project underway to track customer journey and gain feedback on Customer satisfaction. Commenced development of the Customer Service Strategy and Service Levels.	This objective will continue into the next CSP – Theme 2.
	2.4	Statutory Planning & Building.	Encourage improved standards of development applications.	Deliver, Advocate		Development Application approvals completed within statutory timeframes. Meeting these targets has provided support for the restructure of the Development Service Team. Development Services Charter updated. The Charter will be reviewed and updated to reflect emerging trends and requirements. Waterfront Strategy updated.	This objective will continue into the next CSP – Theme 2
			Provide sufficient resources to meet statutory delivery timeframes.	Deliver Advocate		Development Services restructure was undertaken to allow for better resourcing with a focus on improved and increased administration functions to better support the local approval processes and enquiries. As resources in the Development Services portfolio are hard to recruit across NSW, focus on cadetships to assist with the shortfall.	This objective will continue into the next CSP – Theme 2.
			Provide improved communication measures for planning enquiries.	Deliver Advocate		Building and Development checklists created alongside information sheets. These checklists have allowed for more succinct information to be provided to the community, freeing up time for planners and administration staff to work on approval processes. Advocacy for improvements to the e-Planning Portal – central depository for lodging and access planning information which has been plagued with numerous issues.	This objective will continue into the next CSP – Theme 2.3.
	2.5	Leadership that is trusted, capable and collaborative.	Develop and implement a Corporate Strategy.	Deliver, Partner, Advocate		Council formally launched Moama's Meninya Street Precinct redevelopment at the start of their council term in late 2021. Since then, the project has continued with much momentum including the development and public display of the concept designs for the precinct. A Service Directory list has been developed to identify the services Council are responsible for. Partnership opportunities have been investigated relating to the Country University Campus being hosted n MRC. Liaison with neighbouring Councils on various projects and day to day business.	Partnering with Committees of Council and Council Volunteers will become a focus in the next CSP – Theme 2

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
						<p>The Economic Development and Tourism (EDT) team worked with Campaspe Shire Council and Campaspe Port Enterprise to set up a new Visitor Information Centre (VIC), when the Echuca Moama Tourism run visitor centre closed.</p> <p>The EDT team worked with Campaspe Shire Council, Committee for Echuca Moama, Echuca Moama Accommodation Association, McPherson Media, Winter Blues Committee, Murray River Paddlesteamers and Campaspe Port Enterprise to develop a plan for destination marketing, when EMT announced they would dissolve.</p> <p>The EDT team coordinated a business breakfast with guest speaker Michael Licenblat for Small Business Month in October 2023. Michael spoke to 35 attendees about resilience and high-performing teams.</p> <p>The EDT team is also working with Campaspe Shire Council and local business stakeholders to coordinate the 2024 Campaspe Murray Business Awards (with the dinner to be held October 2024). Council has worked to support various community event organisers and community members on the development of the River Country Art Trail.</p> <p>Child Safe Strategy developed and implemented. All staff trained.</p> <p>Submission to the Federal Government inquiry into the Sustainability of local government, joint meeting with Swan Hill Rural City Council and renewed MOU with Campaspe Shire Council, Advocating for the upgrade for the Swan Hill bridge. Advocating for tighter regulations surrounding breeding facilities. Investigations undertaken into a shared services arrangement with neighbouring Councils</p> <p>Launch of Sustainable MRC project – improving the financial sustainability of Council.</p> <p>In excess of 35 Policies have been implemented or significantly updated between Sept 21 and June 2024.</p>	
			Review and enhance our values and behaviours within Council.	Deliver		<p>The MRC Values have been reviewed and adopted will now be embedded in the Business. New values embedded into internal process. PD's, appraisals, etc.</p> <p>MRC was recognised for its efforts relating to positive change achieved over time - winning the 2021 The Voice Project's Change Champions award.</p>	This objective will continue into the next CSP – Theme 2.
Provide clear, concise and consistent information that is easily accessible to our customers.	2.6	Improve externally provided information and communication.	Further develop and enhance public communication materials.	Deliver		<p>As communication methods change, we will continue to adapt.</p> <p>Ongoing involvement in the Planning Portal upgrades to ensure community usability from a regional perspective.</p> <p>New website was created and is more user friendly with further updates to come including more online opportunities for loading applications and forms.</p> <p>Snap send solve has become an opportunity for Council to capture data relating to issues across the region.</p> <p>New recruitment banners were designed and rolled out to encourage a different style for local staff recruitment.</p> <p>Increased use of the Your Say Murray River website. This site allows for interaction and engagement on project rather than stagnant information pages.</p>	This objective will continue into the next CSP – Theme 2.

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
	2.7	Improve internal services to better support community needs.	Develop Customer focused culture within Council.	Deliver		<p>As we grow as a business we will be implementing a Customer Service Strategy which will allow us to focus on providing improvements to our community needs.</p> <p>Accountabilities Framework and organisational restructure has assisted us with growing internally and providing better opportunities for increasing our service opportunities.</p> <p>In excess of 35 Policies have been implemented or significantly updated between Sept 21 and June 2024.</p> <p>The implementation of TechOne has tied together various business processes and has enabled better flow of information. Longer term this will allow staff to streamline customer transactions and enquiries.</p> <p>Council's intranet – MaRCo – has been developed to be a one stop shop for internal staff information sharing.</p>	This objective will be consolidated with objective 2.3 of this CSP and reported in the next CSP – Theme 2.
Achieve community driven results through collaboration and engagement (community and stakeholders).	2.8	Community and Council collaboration.	Increased interaction with Communities.	Deliver		<p>Council meetings have been and will continue to be held at various locations across the region. Meet the Council events (staff and councillors) will continue including the options for pop up sessions.</p> <p>Sustainable MRC project progressed. Increased advice to communities relating to grant opportunities for outside of Council grants system.</p> <p>Further development of partnerships with local community groups to implement community driven projects.</p> <p>2022 Floods – cross community approach for flood preparedness measures, advocacy after the flood, on ground monitoring and measurement of flood activities.</p> <p>Ongoing face to face engagement – CSP 2022 consultation, increased use of the Your Say portal to confirm findings, floods, flood recovery, budget and asset reviews.</p> <p>Establishment of a Manager of Local Connections to focus and work directly with S355 committees.</p> <p>Delivery of Community grants program – nearly \$200,000 provided in community grants awarded during this term of Council.</p> <p>Community Financial Assistance Program framework has been developed and covers Community Grants Fund, Quick Response Grants, Local Heritage Fund Program.</p>	This objective will continue into the next CSP – Theme 2.
	2.9	Community Engagement Framework.	Further development and implementation of Councils Community Engagement Framework.	Deliver		<p>Community Engagement has begun to be embedded into Councils Project Management Framework.</p> <p>Community Engagement Strategy and Policy reviewed and adopted. The Community Engagement Strategy will be reviewed at the beginning of the next CSP inline with the IP&R Framework.</p>	This objective will continue into the next CSP – Theme 2.
	2.10	Community Engagement Tools.	Further development and implementation of Councils Community Engagement Toolkit.	Deliver		<p>Toolkit templates have been developed to assist departments with engagement options.</p>	This objective will be consolidated with objective 2.9 of this CSP and reported in the next CSP – Theme 2.



A PLACE OF LIVEABLE COMMUNITIES

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



Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.	3.1	Sports and recreation facilities and spaces.	Outcomes of the Asset and service delivery review to be planned for and prioritised.	Deliver		The Parks and Open Spaces Strategy has been developed and is supported by a Service Levels document. Future improvements and enhancements of open spaces, footpaths, sporting and recreational facilities, will be completed in line with the new strategy. Jack Eddy change facility. The Needs and demands assessment supported the development of the Parks and Open Space Strategy.	This objective will continue into the next CSP – Theme 3.
	3.2	Public buildings.	Building Asset Management Plan to determine Council’s long term financial plans to deliver fit for purpose public buildings.	Deliver		The Building Strategy has been developed and is supported by a Service Levels document. Focus is on delivery of a feasible level of service to the community. The Needs and demands assessment supported the development of the Parks and Open Space Strategy. Refurbishment Goodnight Hall/Recreational reserve toilet block, Noorong Hall, and Mathoura Hall	This objective will continue into the next CSP – Theme 3.
	3.3	Disability Action Plan for Open Spaces / Disability Inclusion Action Plan.	Comply with the Disability Discrimination Inclusion Act (DDA).	Deliver, Partner, Advocate		The DIAP was updated and adopted – a guide to improving access and inclusion for people with disabilities. Formation of external community access and inclusion advisory committee emphasising commitment to fostering inclusivity and accessibility within our community. Access and Inclusion Advisory Committee is in infancy stage. Expressions of Interest to form an Access and Inclusion Advisory Committee closed in March. This step emphasises our commitment to fostering inclusivity and accessibility within our community and more importantly across Council as an organisation.	Ongoing review and implementation of the DIAP will continue. This objective will continue into the next CSP – Theme 2.
	3.4	Community Safer Spaces.	Develop and implement Community Safer Spaces Strategy.	Deliver, Partner, Advocate		Minimal work has been completed in this space as it has been determined that this project is outside the scope of Council.	This objective was determined to be outside of Councils scope and has been removed from the next CSP.
	3.5	Lighting upgrades & improvements.	LED lighting Strategy and program across Council area (Street lighting and Parks and Reserves).	Deliver, Advocate		LED lighting replacement program – retrospectively has been completed and all new subdivisions are required to implement LED lighting as a standard – this is now embedded into BAU. Several recreation reserves had lighting upgrades completed – Bham, Mathoura, Moulamein, Tooleybuc, Koraleigh and Bunnaloo.	This strategic objective is embedded into business as usual across multiple business unit. This objective will be removed from the next CSP as it is now embedded into BAU
	3.6	CCTV strategy.	Develop CCTV strategy for all townships.	Deliver		The strategy was not developed due to competing priorities and has been postponed until the next CSP. Investigation of a Public Safety Strategy.	This objective will continue into the next CSP – Theme 3.
Enable development of sustainable liveable communities.	3.7	Housing Strategy.	Project that will guide the rezoning of future residential land over the next 5-10 years and beyond.	Deliver Advocate		The Local Housing Strategy was adopted in 2023 and allows for growth as our communities grow. Future residential land releases will occur in accordance with the short, medium, and long-term release plan within the strategy and will be focused on projected population growth.	This objective will continue into the next CSP – Theme 3.

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
	3.8	Community & Botanical Gardens.	Review and support the finalisation of existing community & Botanical gardens.	Partner		<p>Stage 5 of the Moama Botanical Gardens has been completed within the available budget.</p> <p>Ongoing monitoring and management will occur as per the requirements of the Parks and Open Space Strategy.</p> <p>This strategic objective is embedded into business as usual via the Parks and Open Spaces Strategy.</p>	This objective will be removed from the next CSP.
Delivery best practise and complaint waste and recycling service and infrastructure that meets community needs.	3.9	Kerbside, landfill and waste collection services and facilities.	Design and implementation of the Food Organics, and Garden Organics (FOGO) program.	Deliver		FOGO kerbside collection service implemented to all household townships across the Local Government Area. The program has since been expanded to incorporate businesses with the collection boundaries.	This objective will be removed from the next CSP.
			Develop & begin implementation of the Waste Management Strategy.	Deliver, Partner, Advocate		<p>Additional waste and recycling options investigated and actioned as per the strategy.</p> <p>Ongoing review and implementation of the Waste Management Strategy prioritising compliant waste facilities, focussing on the highest risk areas first.</p>	This objective will continue into the next CSP – Theme 3.
Strategic planning which produces consistent, strategic, transparent outcomes.	3.10	Streetscaping / Master Planning / Placemaking	Investigate and prioritise townships for placemaking, masterplans and streetscaping to be well-planned, design and implemented.	Deliver		<p>Renewal of priority Streetscapes and Masterplans within MRC has been undertaken and will be further tested in the next CSP.</p> <p>Several areas have been identified for investigation into Master planning / place making. Grants will be applied for to facilitate the planning or construction phases.</p>	This objective will continue into the next CSP – Theme 3.
	3.11	Town Planning / Land Use Strategies	Prepare new Development Control Plan and New Local Environment Plan for MRC	Deliver, Partner		Updated planning instruments for Council planning decisions including DCP, LEP, Waterfront strategy with the DCP being the first priority	This objective will continue into the next CSP – Theme 3.9.
Update and review our open spaces to reflect community wants and needs	3.12	Cemeteries / commemoration	Investigate level of services and complete an asset review.	Deliver		<p>Cemeteries now have an identifiable level of service from a maintenance provision perspective which is managed via the Parks and Open Space Strategy.</p> <p>Cemeteries NSW have revamped the requirements and a new Strategy and management requirements and standards are to be set.</p>	This objective will continue into the next CSP but will be moved to: A place of progressive leadership - Deliver exceptional and consistent service to our internal and external community – Theme 2.
	3.13	Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.	<p>Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate.</p> <p>Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions.</p>	Deliver		<p>Development and implementation of the Parks and Open Space Strategy and Service Levels will see this goal fully incorporated into BAU into the future. All sites will be maintained to a prescribed standard.</p> <p>Moulamein Lake Reserve, Mensforth Park, Moama Soundshell playground, Picnic Point, Moama's Botanic Gardens and Horseshoe Lagoon have been enhanced, recreation reserve lights have been upgraded, Murray Downs Boat ramp has been installed.</p> <p>The Parks and Open Space Strategy and the Housing strategy will see this goal incorporated into future project and programs of works. Specific requested items located in the current DP will be placed within the Action Plan for future review and implementation.</p>	This objective will be consolidated with objective 3.1 and will continue in the next CSP – Theme 3.
	3.14	Public Space waste and recycling services.	Investigate and implement rolling out a program for bins in public areas.	Deliver		Adequate waste and recycling bins in public areas under Council management. A consistent bin structure has been implemented along with installation of compostable doo poo bags and dispensers.	This objective will be removed from the next CSP.

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
	3.15	Water Play parks.	Investigate commercial and public sector opportunities for splash and water parks throughout the region.	Partner, Advocate		<p>Splash parks operated in appropriate locations where they are offset by another commercial use to ensure ongoing viability. Splash parks are not financially feasible as standalone assets, nor do they align the with Councils Sustainable MRC project.</p> <p>A private developer is in the early stages of designing a splash park, that will reside in the commercial/retail hub of a residential estate in Moama. Other opportunities will be advocated for in other townships outside of Moama.</p>	This objective will be removed from the next CSP.
	3.16	Weed Management	Review and development a Weed Management Strategy.	Deliver		Weed Management Priorities are communicated annually with the community with an intent to reduce priority weeds spreading over time.	This objective will be consolidated with objective 1.3 and will be continued in the next CSP – Theme 1.



A PLACE OF INCLUSION, CULTURE & WELLBEING

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



Goal		Strategic Objectives	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.	4.1	Signage across Council.	Develop a program to identify, upgrade and renew signs across Council.	Deliver		Internal signage at operational sites has been undertaken. Project to renew and update tourism signage is in progress. Update MRC site signage relating to services has been undertaken.	This objective will be removed from the next CSP.
	4.2	Formation of Networks - training and networking to fulfil social function and spark migration of ideas.	Engage with Community Groups and develop social programs.	Advocate		Several new projects and programs have been investigated. Social programs currently being delivered by our Community Services Team include, but not limited to, Assisted Shopping, Chair Based Exercises, Lunch and Drive Outings, Cuppa and Chat, Cuppa and Cards, Social outings to the Cinema's in Swan Hill, Monthly Cinema at Tooleybuc, assisting clients to navigate online shopping, arranging appointments and Home Visits. We have also commenced a Social Movie Morning in Barham, held fortnightly. Library based programs are successful in fulfilling social function - Book Clubs, Move and Grove, Friday Games days, Cuppa and Chat, Art Groups, School holiday programs and special event months.	This objective will continue into the next CSP – Theme 4.
	4.3	Health and Wellbeing program options for all residents.	Engage with Murrumbidgee Local Health Network and cross border equivalents.	Advocate		As part of our ongoing advocacy project we have been attending various Health Network meetings to be able to provide support for ongoing support services across the region. Staff will continue to engage with <ul style="list-style-type: none"> • Local Health Advisory Committee (LHAC) • Campaspe Murray Mental Health Network • Loddon Mallee Public Health Unit (LMPHU) • Buloke, Gannawarra & Campaspe Stakeholder Huddle • Deniliquin Mental Health Awareness Group. • Murrumbidgee Health Network (Bi-monthly). 	This objective will be consolidated with 4.11 of the current CSP and will continue into the next CSP – Theme 4.
	4.4	Provide programs for targeted community demographics.	Develop after school programs, Youth engagement programs, computers for seniors etc	Deliver		Our Youth Engagement Program (YEP) has further developed over this council term, with our 'Y Hub' in Moulamein. Skateboarding workshops have been held during Youth Week which have been very popular. Our libraries run various programs which are targeted at different demographics on a regular basis. Computers for seniors, games groups are very popular. Evaluation of current before, during and after school care programs is underway.	This objective will continue into the next CSP – Theme 4.
Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).	4.5	Indigenous Recognition.	Negotiate treaties with local indigenous nations. Establish twice yearly meetings with indigenous leaders.	Advocate Partner Deliver		NAIDOC week celebrations undertaken at Barham, Bunnaloo and Moama Public Schools. Meetings undertaken with Yorta Yorta Nation and Barapa Barapa people to discuss local opportunities for engagement and involvement Future development of a Council Reconciliation plan.	This objective will continue into the next CSP – Theme 4.
	4.6	Regional History.	Celebrate significant local history milestones and develop an ongoing calendar of milestones.	Deliver Partner		Continued involvement with the Museum Advisor Service for various locations across the LGA. Supported local museums, historical groups and event organisers to preserve, present and celebrate our local history.	This objective will continue into the next CSP – Theme 4.
Actively promote and resource educational pathways into	4.7	To attract quality staff to service community demands.	Be recognised as an employer of choice.	Deliver		The RDA Country Change Program has undergone a rebrand and now focuses more on attracting new businesses and residents to the Riverina Murray region. MRC now has a section dedicated on the platform.	This objective will be removed from the next CSP.

Goal		Strategic Objectives	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
(working with) Council (retain and attract new people)						Updated ongoing recruitment program. New branding of adds, change of spaces for advertising, worked with SEEK to define the parameters for location of roles. As part of the ongoing development of the recruitment model, the People and Culture Team have reviewed and embedded options for future recruitment campaign opportunities and local programs such as the RDA Country Change Program into their business as usual.	
	4.8	Developing future leaders.	Develop a learning and development strategy including leadership opportunities.	Deliver		School-Based Apprenticeship program has begun - undertaking qualifications in Heavy Diesel Mechanics. Cadetships in Building Services has also been undertaken. Council works to support its s.355 committees to support them to be resourced and skilled to deliver on their responsibilities. Emerging Leaders program developed for internal staff development.	This objective will continue into the next CSP – Theme 2.
Support existing and new art projects and diverse community events.	4.9	Regional Arts and Culture Projects.	Develop a Public Arts and Culture Strategy.	Deliver		The Arts and Culture Strategy has been developed and implementation has begun. River Country Art Trail was initiated and will continue to develop.	This objective will continue into the next CSP – Theme 4.
	4.10	Regional Events.	Develop a Regional Events Strategy.	Deliver		Council delivered events (e.g. Moama Lights) and supported the running and promotion of various events, as well as holding discussions with event organisers regarding the potential to bring events to MRC. Staff also provide advice and support to event organisers to navigate Council's event approval process Municipal Work Australia Field Day was hosted in Moama in 2024. Over 32 exhibitors and hundreds of staff from more than 20 Councils across Victoria and NSW attended. The Economic Development and Tourism (EDT) team remains heavily engaged in supporting, attracting and delivering events across our region. The team's efforts work to effectively serve our community's needs	This objective will be consolidated with objectives 5.8 and 5.10 and will continue into the next CSP – Theme 5.
Facilitate and advocate for accessible health and wellbeing services based on local community needs.	4.11	Community Health and Wellbeing Services including; Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).	Develop a Health and Wellbeing Strategy.	Deliver		Social Health and Wellbeing Strategy 2017 under review, draft update in progress Attend local Mental Health Meetings and Forums, and the Murrumbidgee Health Network Meetings Active member of the Campaspe Murray Mental Health Network. Staff attend the Campaspe Family Violence Action Group, the Edward Murray Community Network, Deniliquin Mental Health Awareness Group and the Murrumbidgee Health Network meetings. Working collaboratively with Moama Lions Community Village Committee and Mathoura retirement Village Committee around future models of management.	This objective reviewed will continue into the next CSP – Theme 4.10, likely in another format.
			Continue to deliver the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council.	Deliver		CHSP and TfNSW projects continue to be delivered in line with grant funding. Department of Health grant agreement updated and extended to 30/06/27. Transport for NSW grant funding to continue to 30/06/25. While programs remain funded we will continue to implement them across MRC. If funding sources change, we will review our commitments.	This objective will continue into the next CSP – Theme 4.

Goal		Strategic Objectives	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
	4.12	Service Provision.	Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.	Deliver		<p>Inaugural Mental Health Month expo, held at Hopwood Gardens in Echuca on Thursday 19 October 2023. The expo was organised by the Campaspe Murray Mental Health and Wellbeing Network.</p> <p>Our Staff and Volunteers are offered Mental Health First Aid training, and we promote Mental Health and Youth Mental Health Courses that are being offered in our local areas</p> <p>Council has trained Wellbeing Officers.</p> <p>Advocated for the retention of face to face medical services in Barham.</p> <p>Ongoing advocacy of services being available to those who do reside in main townships.</p> <p>Service NSW declined to include Service NSW accessibility within the Mobile Library Service Centre</p>	This objective will continue into the next CSP – Theme 4.



A PLACE OF PROSPERITY AND RESILIENCE

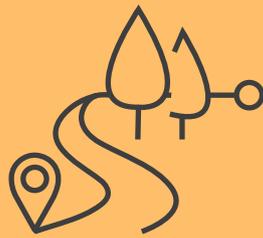
Champion business, innovation, and technology to stimulate local economic development.



Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Encourage and support economic development across the region.	5.1	Development of Business Parks / industrial expansion.	Include in Economic Development Strategy.	Deliver		<p>The business case relating to the expansion of industrial land, business parks and business growth required across the region is underway with a report expected late 2024.</p> <p>Council's Employment Land Strategy was finalised in June 2024, the report is expected to be adopted, in October 2024, following public exhibition.</p>	This objective will be consolidated with Theme 5.3 and will continue as in the next CSP - Theme 5.
	5.2	Commercial Investment Strategy.	Develop a prospectus of commercial investment opportunities.	Deliver		Development of a Regional Investment Prospectus is underway.	This objective will continue into the next CSP – Theme 5.
	5.3	Economic development / Attraction of Businesses	Prepare an Employment Lands Strategy	Deliver		<p>Employment Lands Strategy developed and due for implementation prior to the end of 2024.</p> <p>Future Business Parks and industrial land has been identified through this process.</p> <p>A Regional Investment Prospectus to promote business opportunities in the region is being developed.</p> <p>Ongoing support for the Campaspe Murray Business Awards.</p> <p>Almond hulling facility opened in Murry Downs and will continue to grow into the future.</p> <p>Sale of land to a multinational agriculture company occurred, with the commencement of operations to come.</p>	This objective will be consolidated with 5.1 above and will continue into the next CSP – Theme 5.
	5.4	Alternative and renewable energy investment opportunities.	Include in the prospectus of commercial investment opportunities.	Advocate		<p>Various renewable energy projects are being offered and advocated for across the region with further investigation to occur.</p> <p>With the declaration of the South West Renewable Energy Zone (SWREZ) by the NSW Government in 2022, our community has been given a defined role in the nationwide energy transition. The SWREZ and subsequent renewable energy projects development, presents the most significant change to our landscape, economy and community since settlement. Development of this scale presents both opportunities and challenges for small rural communities. Council is engaging deeply with developers, community, businesses, farmers, experts, state and federal government entities and councils in other REZs to understand the process, challenges and opportunities of renewable energy developments.</p> <p>The Council statement presented at the June 2024 Council meeting will be used to advocate on behalf of the community moving forward relating to renewable energy projects of significance.</p>	This objective will be updated and will continue into the next CSP – Theme 5.
	5.5	Chambers of Commerce / Progress Associations	Engage with local businesses.	Advocate		<p>Ongoing liaison and support where needed with various business groups, such as Barham Consolidated, Moulamein Community Development, Tooleybuc Progress, Murray Downs and Wakool.</p> <p>In partnership with Campaspe Shire, staff are organising the 2024 Campaspe Murray Business Awards.</p>	<p>Work collaboratively with business stakeholders to achieve positive outcomes for the local economy</p> <p>Ongoing support provided to local business stakeholder groups.</p> <p>Remove reference to Progress Associations.</p>

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
							This objective will be updated and will continue into the next CSP – Theme 5.
Continue to develop strong and resilient communities.	5.6	Increased educational opportunities.	Review the education services available and required by our community including early childhood and adult community education.	Deliver, Partner, Advocate		<p>Bendigo TAFE launched new Skills and Jobs Centre in Echuca Moama.</p> <p>Advocation for CUC centre in LGA. Council will continue to bid for funding for a CUC campus or similar.</p> <p>Moama’s new preschool has been built within the Moama Education Precinct. The preschool has now relocated from the original building.</p>	This objective will be consolidated with 5.7 and will continue into the next CSP – Theme 5.
	5.7	Development of a resilient economy.	Develop Action Plans for each community to sit alongside the Adverse Events Plan which covers all of MRC.	Deliver		<p>Council’s Community Recovery Officer has been meeting with various community group with the intent to build resilience towards adverse events – preparedness for drought, fire & flood, Covid and others.</p> <p>Additionally, this assists Council building on regular community engagement, supporting businesses to diversify when required and focusing on increasing the number of jobs in the region.</p>	This objective will be consolidated with 5.6 and will continue into the next CSP – Theme 5.
	5.8	Promotion of local attractions.	Yealy Events Strategy and Marketing and Promotions Plan developed.	Deliver		<p>An annual Visit River Country Marketing Plan has been developed and is being implemented to promote our region to visitors. The annual marketing plan has replaced the yearly events strategy and will continue to be updated and prepared annually, implemented, and reported on.</p> <p>Launch of the Backroads Trail podcast – featuring 22 attractions across the local landscape.</p> <p>Delivery of River Country Marketing Collateral – marketing our region.</p> <p>New destination signage style guide has been developed and implemented across Council.</p>	This objective will be consolidated with 4.10 and 5.10 and will continue into the next CSP – Theme 5.
Promote and grow tourism across the region.	5.9	Promote advantages to visit, live, work and invest	Live, Work and Play in River Country Project further developed and implemented.	Deliver		<p>A New Residents kit has been developed to assist those who are new to the region with key services.</p> <p>A Workforce Attraction Plan has been developed and its implementation is underway.</p> <p>Live Work Invest platform has commenced. New Live Work Invest website to be launched and updated.</p> <p>A project to showcase local business success stories is underway.</p> <p>Development of a Regional Investment Prospectus is underway.</p> <p>Promotional activities were delivered and are ongoing as part of Council’s membership of the Country Change project, aimed at encouraging new residents to our region.</p>	This objective will continue into the next CSP – Theme 5.

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
	5.10	Growing Tourism across the LGA.	Develop an Economic Development and Tourism Strategy.	Deliver		<p>Council's Economic Development and Tourism Strategy (EDTS) was adopted at the February 2024 Council meeting. Implementation of the Action Plan is underway.</p> <p>Annual Tourism Marketing Plan developed and implemented.</p> <p>Updated signage guideline for Tourism has been created. With new signage to be rolled out in 2024.</p> <p>Report developed relating to advocacy for steam trains and replica train stations across the region – determined not viable and is closed.</p> <p>Delivery of Moama Lights Events including lights show, ice skating, and additional items.</p>	This objective will be consolidated with objectives 4.10 and 5.8 and will continue into the next CSP – Theme 5.
Partner with industry, community, and government organisations to promote and nurture innovation.	5.11	Innovation.	Be engaged in innovation and technology platforms and networks.	Partner Advocate		<p>Staff participate in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.</p> <p>Staff participate in the Project Committee to oversee the Organic Waste Conversion – Novel biological products to increase agricultural production and reduce environmental impacts project.</p> <p>Staff support WMLIG on their agri-innovation precinct and hemp projects.</p>	This objective will be consolidated with Theme 5.12 and will continue into the next CSP – Theme 5.
	5.12	Research & Development (R&D).	Engage with universities and research institutions.	Advocate		<p>Biochar Working Group involvement – Organic Waste Conversion – Western Murray Land Improvement Group.</p> <p>Council is a member of the One Basin Cooperative Research Centre</p>	This objective will be consolidated with Theme 5.12 and will continue into the next CSP – Theme 5.



CONNECTED COMMUNITIES

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



Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.	6.1	Cycle, foot and other pathways.	Pathways Plan to be developed taking into account sensitive design of pathways to consider environmental factors, accessibility and amenity.	Deliver		Funding bids were unsuccessful. New funding submissions will be investigated.	This objective will continue into the next CSP – Theme 6.
	6.2	Improved and consistent road signage across the region.	Develop a plan to focus on updating road and pathway signage across the region.	Deliver		Plan developed and implemented Consistent and accurate signage displayed across the region. New infrastructure is compliant and older assets continue to be updated and renewed as required.	This objective will continue into the next CSP – Theme 6.
	6.3	Improved parking options & consideration of larger vehicles (caravan, boat, RV, trailer).	Work with community to plan and deliver a parking options report and delivery plan for the whole of Council.	Deliver		Developed plan ensuring feasible parking in all communities close to shops and town centres. A trial has been developed for Moama and is soon to be actioned. Once trialled the plan will be reviewed and once adopted rolled out across the LGA. Development of community infrastructure advisory group, pathway for committees of council to progress shovel ready projects	This objective will continue into the next CSP – Theme 6.
	6.4	Local road & drainage options.	Develop and implement a roads and drainage program of works.	Deliver		A reduction in complaints during storm events and water that is able to move through the system (where practicable). Use of economically sustainable road materials.	This objective will continue into the next CSP – Theme 6.
			Sensitive design of roads to consider environmental factors, accessibility and amenity.	Deliver		Environmental factors, accessibility and amenity taken into account when designing new local roads and drainage.	This objective will continue into the next CSP – Theme 6.
Advocate for and facilitate reliable communications infrastructure.	6.5	Digital connectivity & communication infrastructure.	Develop and implement a Digital Communication and Network Strategy.	Advocate Partner		Developed and implement strategy. Improved digital connectivity and communications infrastructure throughout the LGA, especially in some of our smaller towns. Work with telecommunication providers to implement. In conjunction with the Economic Development team, partnering with Telstra for improved connectivity. This includes possible joint applications for alleviating identified black spots. Telstra has recently published a draft Connectivity Improvement Strategy. The NBN Digital Plan endorsed at august meeting It has been developed to identify opportunities to improve digital connectivity and capability for residents of the Murray River Council Local Government Area. The development of the NBN Digital Plan incorporates a range of data collection and analysis aimed at understanding the current availability of services, identifying underserved communities or regions, and exploring potential opportunities for future enhancements.	7.3 - Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making will be realigned with this action in the new CSP. 7.6 - Council will provide support as required to advocate to improved connectivity for our communities and businesses to promote the region as a node for New Fibre Optic Network will be realigned with this action in the new CSP.
Advocate for improved public transport.	6.6	Public Transport that connects towns.	Develop a Public Transport Strategy.	Partner, Advocate		Improved public transport network. New bus shelters designed and installed (in town and regional areas)	This objective will continue into the next CSP – Theme 6.

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
	6.7	Community Transport that connects our people.	Continue to deliver Community Transport options to a variety of community members.	Deliver, Partner, Advocate		<p>Community Transport (CTP) is available to transport disadvantaged person in our Area's. This includes the Moulamein to Swan Hill bus, which runs fortnightly, and the Wakool Express which runs to Deniliquin and Swan Hill on a Fortnightly Basis. We have recently updated our Transport Brochure for our transport services, which is widely advertised in our local Area's to promote services further.</p> <p>Community transport services have been expanded to encompass various community needs. Program is subject to ongoing funding opportunities.</p>	This objective will continue into the next CSP – Theme 6.
	6.8	Public Transport infrastructure.	Working with state governments and local transport companies to improve service and infrastructure requirements.	Deliver		Plan to upgrade and install additional infrastructure in agreeance with other parties.	This objective will be consolidated with 6.6 and will continue into the next CSP – Theme 6.
Enable commercial transport and connection opportunities.	6.9	Truck Parking.	Consult and apply for grant funding for upgrades and new truck parking sites.	Deliver		Installation of truck parking at opportunity sites. Future funding opportunities are being sought via the Safer Roads programs.	This objective will continue into the next CSP – Theme 6.
	6.10	Major Road Upgrades.	Road Asset Management Plan to deliver a financially sustainable road network across the LGA.	Deliver		<p>Road Asset Management Plan under continual renewal with a programme of deliverable projects.</p> <p>Barmah Road, Kyalite Road, Perricoota Road and Cobb Highway works have been undertaken.</p> <p>Various Road widening, reconstruction and rehabilitation projects have been undertaken along with general works. This was in addition to the post-flood road restoration works which identified more than 200 individual stretches of sealed and unseal roads which required repairs.</p> <p>Finalisation of the Timber Bridge Replacement Project.</p>	This objective will continue into the next CSP – Theme 6.



TOMORROW'S TECHNOLOGIES

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



Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Embed a geospatial driven system into Council processes, including public interface.	7.1	Enable data access through a Geospatial Interface for internal and external users.	Implement a Geospatial Information System (GIS).	Deliver		<p>GIS system available for use by internal users</p> <p>DBYD platform for auto generation of external service requests has been implemented.</p> <p>Bulk import of spatial details for 'developer contributed infrastructure assets into Councils GIS.</p> <p>Online cemetery records now available for all 6 operational cemeteries.</p>	This objective will continue into the next CSP – Theme 7.
	7.2	Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.	Use automated data capture processes to capture additional sources of data and more detailed data.	Deliver		Initial investigations have occurred looking into automation and digitalisation processes - resourcing is currently at capacity and no ability to further progress at this time.	This objective will continue into the next CSP – Theme 7.
			Embed mobile devices to capture field data using existing processes.	Deliver		Field data being captured through mobile devices.	This objective will be removed in next CSP.
			Use new technology and software to capture information.	Deliver		<p>Drones equipped with AI capturing weed information.</p> <p>Works are underway to determine areas where efficiency gains and suitable integration and automation can occur.</p> <p>NSW Spatial Services data can be directly downloaded into Council mapping platform.</p> <p>Improvements to data integration and access internally.</p> <p>Subscriptions in place to access mobile phone and credit card data to make informed economic development decisions and to track impact of events and other initiatives</p>	This objective will be removed in next CSP.
	7.3	Apply data sources to improve corporate decision making.	Automate the process of business decision making.	Deliver, Partner		<p>Adopt deep learning and use of algorithms to manage data set and decision making in real time</p> <p>Subscriptions in place to access mobile phone and credit card data to make informed economic development decisions and to track impact of events and other initiatives</p>	This objective will be removed from the next CSP
			Enable interoperability between internal and Smart City systems.	Deliver, Partner		Implementation of IT systems that have the capacity to accept data generated and distributed through Smart Data Capture Devices.	<p>This objective is currently outside of Councils capabilities and is not currently required.</p> <p>This objective will be removed from the next CSP</p>
			Better management of Biosecurity risks through the use of AI (data capture).	Deliver		Increased efficiencies and effectiveness for biosecurity risks including priority weed management. Technology remains too expensive for major investment. No movement has been identified in this space as yet.	This objective will be consolidated into objective 7.2 (use new technology and software to capture information) in the next CSP.
			Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making.	Partner		<p>Partnership is in place to access information. Information is being used for effective decision making.</p> <p>This is covered in Objective 6.5</p>	<p>This objective will be realigned and captured within Themes 7 in the new CSP.</p> <p>This objective will be removed from the next CSP as it is reported on within Theme 6.</p>

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Explore technologies to forecast possible future opportunities.	7.4	Improve Housing Affordability.	Advocate for changes to BCA and Australian Standards to Permit 3D printed dwellings.	Advocate, Partner		Various advocacy opportunities undertaken to review BCA and Australian Standards. No opportunities available to undertake a 3D printed building.	No further avenues currently available. This objective will be removed from the next CSP.
	7.5	Enable Smart Agriculture.	Advocate for improved connectivity (bandwidth & speed) to facilitate smart agriculture.	Advocate		Advocacy plan has been developed and delivered. Telstra and NBN have been successful in receiving grants for telecommunications improvements across Council	No further avenues currently required. This objective will be removed from the next CSP.
	7.6	Promote advanced technologies.	Support local business to access or develop and introduce advanced technologies.	Deliver		Staff support Western Murray Land Improvement Group to deliver their innovative projects. Council is a member of the One Basin Cooperative Research Centre	Council will continue to provide support to advocacy groups where possible. This objective will continue into the next CSP – Theme 7.
				Advocate, Partner		Developed partnerships with appropriate external parties (WMLIG, Higher Education Institutions, CSIRO, RAMJO, DPI&E), to nurture advanced technologies to enhance existing industries and introduce new industries. AFS automated manufacturing processes due to labour shortages. Council did not play a lead role in this. Advocacy only role	This objective will continue into the next CSP – Theme 7.
				Partner		Council will provide support as required to advocate for improved connectivity for our communities and businesses to promote the region as a node for New Fibre Optic Network.	This objective will be realigned and captured within Themes 6 in the new CSP.
	To encourage, educate and enable environmentally sustainable approaches to Energy management.	7.7	Community based energy generation (Micro-grids).	Support community led energy generation enterprises.	Advocate		Not identified as a priority initiative in ED strategies. As potential projects arise, Council will provide support as required.
7.8		Waste to Energy.	Maintain currency with EPA's Energy from Waste Policy.	Partner		Energy from waste is embedded in the Environmental Sustainability Strategy. A feasibility study has been completed and Energy from Waste is not feasible for Council to pursue at this time.	This objective will be removed from the next CSP.
7.9		Electric Vehicle charging stations.	Align public infrastructure with customer and community requirements.	Advocate, Partner, Deliver		Explore options for external funding of EV charging stations to meet demand. Council purchased its first EV which is a pool car available for all staff to use. Charging station installed. Charging station plan and funding opportunities are still being investigated and further developed. An Electric Vehicle Strategy and action plan are still to be developed.	This objective will continue into the next CSP – Theme 6.
7.10		Gradual retirement of vehicles with Internal Combustion Engines (ICE).	Ensure Council's vehicle fleet is fit-for-purpose.	Deliver		Purchase decisions align to business cases based on changing circumstances and the cessation of the use of internal combustion engines. All vehicles (yellow and white fleet) are assessed as fit-for-purpose prior to purchase. Business Case Based Strategies to Transition out of Vehicles with ICE.	This is embedded into business as usual and will be removed from the next CSP.
7.11		Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements.	Be prepared for more stringent biodiversity and carbon offset requirements.	Deliver, Partner		Framework to be developed and put in place to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions.	This objective will continue into the next CSP – Theme 7.

Goal		Strategic Objective	How we will achieve the objective	Deliver, Partner, Advocate	How did we go/progress	Delivery	Future Actions (CSP numbers refer to the 2025-2035 CSP)
Monitor and assess emerging global technology Trends.	7.12	Be prepared to leverage emerging technologies for Economic & Community Development	Monitor the likely development of air taxis as an emerging mode of transportation.	Advocate, Partner		Several investigations have been undertaken and further options will continue to be monitored.	This is outside of Councils current scope and will be removed from the next CSP.
			Ensure funding is available as and when required for new infrastructure to facilitate Autonomous Vehicles (AV).	Advocate, Partner		Develop a Promotion and Advocacy Strategy for Autonomous Vehicles to deliver when required.	This is outside of Councils current scope and will be removed from the next CSP.
			Use technology to create interactive / talking tours for our region.	Deliver Partner		Investigate options and create a plan to develop interactive tours. No movement has been identified in this space as yet.	This is outside of Councils current scope and will be removed from the next CSP.

Next steps; updating the Community Strategic Plan

The 2025-35 CSP needs to respond to contextual changes which have occurred over the past 3-year period, including ongoing financial sustainability challenges.

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

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





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