



murray river  
council

# **ATTACHMENTS**

**UNDER SEPARATE COVER**

**Ordinary Council Meeting**

**Tuesday, 27 February 2024**



## Table of Contents

---

7.1	Mayoral Minute - Cost Shifting onto Local Government	
	Attachment 1 LGNSW Cost Shifting Report.....	4
9.1.5	Monthly Operational Report	
	Attachment 1 Monthly Operational Report- January 2024 .....	41
9.4.1	Murray Local Environmental Plan 2011- Planning Proposal PP-2023-2003 - Beer Road & Perricoota Road Moama to change zoning from RU1 Primary Production to R1 General Residential Zone for Lots 2 & 3 DP1213161 and Lot 15 DP1273625 and vary the minimum Lot from 120 Hectares to 500m2 minimum Lot size	
	Attachment 1 PP-2023-2003 - Planning Proposal Report .....	199
	Attachment 2 230411- Draft Scoping Report Review - 2023-2003 Beer Rd & Perricoota Rd, Moama.....	252



## LGNSW Cost Shifting Report –

# How State Costs Eat Council Rates



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## Contents

Contents	i
Tables	i
Figures	ii
1 Executive Summary	1
2 Background	3
2.1 What is cost shifting?	3
2.2 Cost shifting and the rate peg	4
2.3 This report	4
3 Findings	5
3.1 Emergency service contributions and obligations	8
3.2 Waste levy	16
3.3 Rate exemptions	19
3.4 Regulatory functions	22
3.5 Funding programs	24
3.6 Pensioner rebates	26
3.7 Service gaps	28
3.8 Other cost shifts	29
3.9 Future survey considerations	30
4 About the survey	32
4.1 Development of the survey	32
4.2 Conducting the survey	32
4.3 Responses to the survey	32
4.4 Data validation and analysis	32

## Tables

Table 1 Cost for rate exemptions	22
Table 2 Cost for increased regulatory functions that cannot be recovered through fees and charges	24
Table 3 Cost for services provided by Council as a result of a State or Federal service gap or market failure	29



## Figures

Figure 1	2021–22 cost shifting components	2
Figure 2	2021–22 cost shifting components	6
Figure 3	Total cost shift by council classification	7
Figure 4	Cost shift per ratepayer by council classification	7
Figure 5	Emergency services contributions and obligations by council classification	9
Figure 6	Respondent councils with the highest emergency services contributions and obligations burden	9
Figure 7	Respondent councils with the highest emergency services contributions and obligations burden as a proportion of total operating expenditure	10
Figure 8	Respondent metropolitan and fringe councils with the largest ESL bill for 2021–22	11
Figure 9	Respondent regional and rural councils with the largest ESL bill for 2021–22	11
Figure 10	Respondent councils with the largest ESL bill as a proportion of total operating expenditure	12
Figure 11	Top 10 councils with the highest ESL bill in 2023–24	12
Figure 12	Top 10 councils with the highest 2023–24 ESL increase as a percentage of the rate revenue increase	13
Figure 13	Additional RFS contributions by council classification	14
Figure 14	RFS Depreciation Expense by council classification	15
Figure 15	Waste levy by council classification	17
Figure 16	Respondent councils with the highest waste levy	17
Figure 17	Waste levy area map	18
Figure 18	Rate exemptions by category	20
Figure 19	Rate exemptions by council classification	20
Figure 20	Average rate exemption for respondent councils as a proportion of rates revenue by council classification	21
Figure 21	Respondent councils with the highest rate exemptions as a proportion of rates revenue	21
Figure 22	Unfunded regulatory costs by category	22
Figure 23	Unfunded regulatory costs by council classification	23
Figure 24	Respondent councils with the largest regulatory cost as a proportion of total operating expenditure	23
Figure 25	Funding program costs shifted by category	25
Figure 26	Funding program costs shifted by council classification	25
Figure 27	Respondent councils with the largest funding program costs shifted as a proportion of total operating expenditure	26
<b>Figure 28</b>	<b>Average total pensioner rebates as a proportion of total rates revenue by council classification</b>	<b>27</b>
Figure 29	Service gap costs by council classification	28
Figure 30	Respondent councils with the highest service gap cost as a proportion of total operating expenditure	28
Figure 31	Other cost shifts by category	29



## 1 Executive Summary

Cost shifting remains one of the most significant challenges facing the NSW local government sector. As the peak organisation representing the interests of all 128 general purpose councils in NSW, as well as special purpose councils and related entities, Local Government NSW (LGNSW) regularly monitors the extent of cost shifting onto local government via its Cost Shifting Survey.

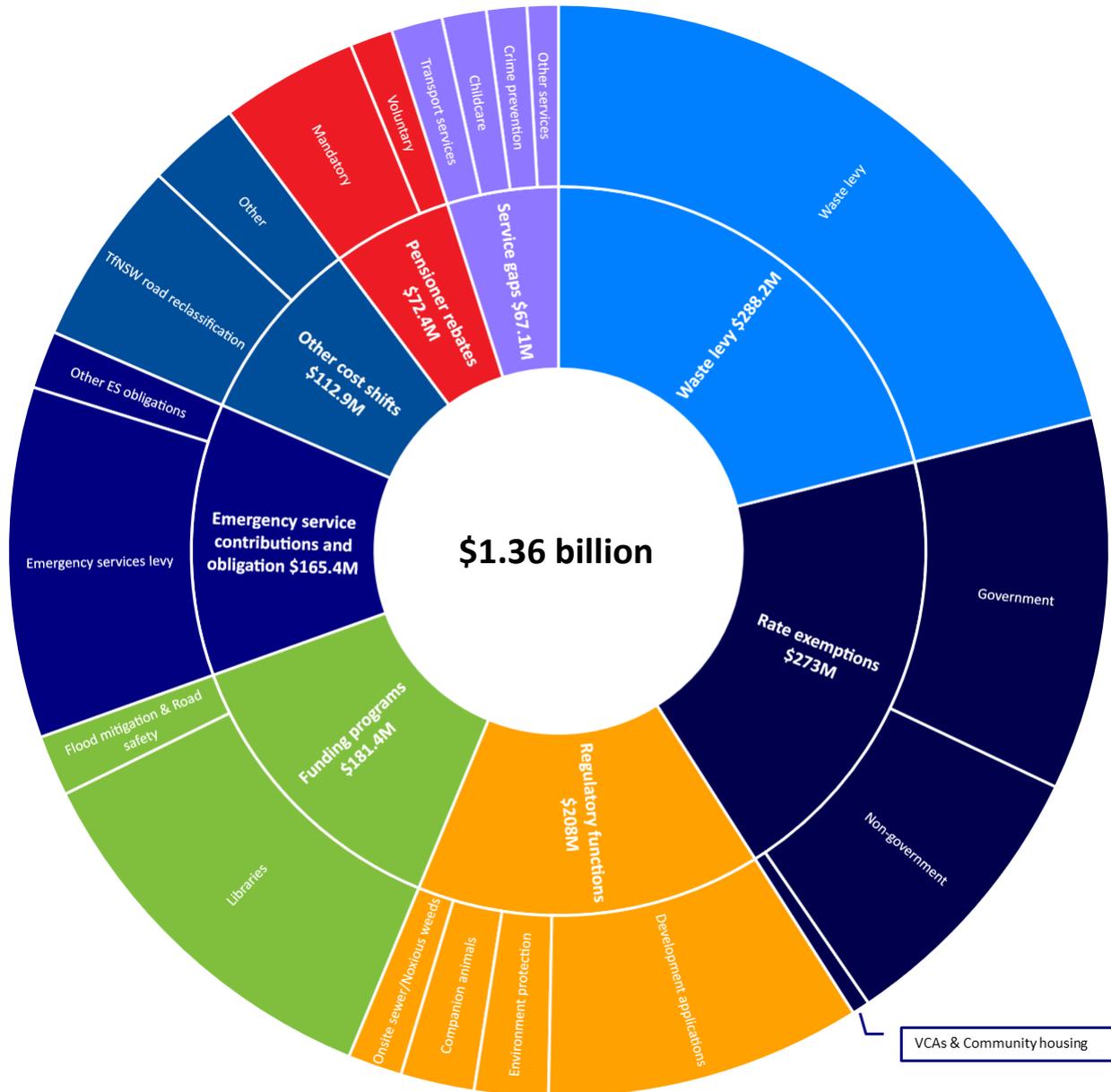
The 2021–22 Cost Shifting Survey has revealed that cost shifting totalled **\$1.36 billion** in 2021–22 (see figure on the next page), far exceeding historical records and representing an increase of \$540 million since the Cost Shifting Survey was last carried out in 2017–18. Alarming, the increase in cost shifting has been accelerated by various State Government policies, with the most significant examples of cost shifting in 2021–22 being:

- The **waste levy**, which remains the largest single contributor to cost shifting in NSW, totalling \$288.2 million, because the NSW Government did not fully reinvest the waste levy, paid by local councils, back into waste and circular economy infrastructure and programs.
- The **Emergency Services Levy** and associated **emergency service contributions**, which totalled \$165.4 million and represented the largest direct cost shift to local councils. In 2021–22, councils contributed \$142 million through the Emergency Services Levy, \$12.7 million through Rural Fire Service (RFS) obligations, and \$10.7 million in depreciation expenses on RFS assets.
- The NSW Government’s failure to fully reimburse local councils for mandatory **pensioner rate rebates**, resulting in councils losing \$55.2 million.
- The NSW Government’s failure to cover the originally committed 50 per cent of the cost of libraries operations, resulting in an additional \$156.7 million in costs to councils.

Local councils and their communities are facing unprecedented challenges. As they lead the recovery efforts from both the COVID pandemic and repeated natural disasters across much of NSW, local councils are also grappling with the same challenges affecting the State and Federal Governments, such as rising costs, increased economic uncertainty, and severe skills and labour shortages – all of which are impacting council budgets and affecting service and infrastructure delivery in local communities. The continual shifting of the obligations and costs for State and Federal functions and services onto local government coupled with a defective rate peg system, is only making the situation worse. In 2021-22, each ratepayer of NSW has approximately \$460.67 from councils’ rates eaten by state government costs.



Figure 1 2021–22 cost shifting components





## 2 Background

### 2.1 What is cost shifting?

Cost shifting describes a situation where the responsibility for, or merely the costs of, providing a certain service, concession, asset, or regulatory function is imposed onto local government from a higher level of government (Commonwealth or State Government) without the provision of corresponding funding or the conferral of corresponding and adequate revenue raising capacity other than out of general rates.

As the council cannot raise or receive sufficient revenue to fund the imposed service concession asset or function, cost shifting forces councils to divert funding collected from ratepayers away from planned projects or services that the council has committed to the community to deliver in its Delivery Program.

In NSW, cost shifting has taken a number of forms including:

- **The Emergency Service contributions:** Councils are required to fund 11.7 per cent of the cost of Fire & Rescue NSW, Rural Fire Service (RFS) NSW and the NSW State Emergency Service (SES) through an Emergency Service Levy (ESL). 73.7 per cent of emergency services costs is funded through insurance premiums and the remaining 14.6 per cent from the NSW Government's treasuries. Councils provide additional financial contributions to emergency services agencies in addition to the ESL.
- **The waste levy:** The waste levy is not as much a cost shift to councils as an invisible tax levied on ratepayers through councils. The waste levy is a levy paid by all waste facilities to the NSW Government, the cost of this levy is recovered through the waste collection fees levied by councils, in effect shifting the burden of this tax on to ratepayers.
- **Forced rates exemptions:** Councils are required to exempt government and other organisations from paying rates in the local government area. These organisations utilise local government services and infrastructure. As they are exempt from paying rates, the burden of the costs they incur is shifted to the ratepayers to fund. Examples of exempt organisations include government departments, private schools, and non-government social housing providers.
- **Imposing additional regulatory functions:** State and Federal levels of government implement or increase regulatory requirements through legislation that is then administered by local government. The costs of this new or increased regulatory function is often not funded by the determining level of government and councils must fund this through their own revenue sources including rates.
- **Cutting or failing to adequately continue to fund programs for services that need to continue:** Many funding programs announced by State or Federal government are required to be delivered by local government but are either not fully funded from their initiation or, if an ongoing initiative, funding is reduced over time leaving councils with the decision to either continue the program and make up the burden of the cost or cease the program entirely. An example of this in Libraries, where the original commitment from State Government was to fund 50 per cent of libraries cost, it now covers approximately 8 per cent of the total costs, leaving councils to fund an additional \$156.7 million to make up the difference.



- **Pensioner rebates:** Councils are required to provide pensioner rebates on rates and other charges, for which the State government only subsidises 55 per cent of the cost, the remaining 45 per cent is funded by other ratepayers.
- **Councils absorbing the costs of service and market gaps that should have been provided by State or Federal governments:** This is particularly an issue in rural and regional NSW, where councils often must step in to provide or support a service that is traditionally delivered either directly or through subsidised private providers. This can be for a diverse range of services from aged, disability or childcare through to medical services, education, or public transport services.

## 2.2 Cost shifting and the rate peg

Cost shifting has been a term used for many years to describe the cost impact on local government of decisions made at the State and Federal level. It is particularly relevant in NSW where a rate pegging system is applied to restrict how local government can raise rates revenue.

The issue of State and Federal decisions having a direct financial impact on local government exists in all States and territories of Australia to some extent. In many cases, local government can be the best and most efficient partner for State and Federal government to deliver its programs or services.

Challenges arise with respect to how the State and Federal initiatives are, or continue to be, funded. In States where there is not a rate pegging system in place, local councils are able to better manage the financial impacts by adjusting rates or levying specific fees and charges to reflect the change in costs of providing the imposed service, concession, asset, or regulatory function.

The rate peg in NSW sets out the maximum amount that local councils can increase their rates by and is set by the Independent Pricing and Regulatory Tribunal (IPART) each year. In determining the rate peg, IPART does not adequately consider the cost shifting impacts on councils. As a result, increases in the costs shifted to councils identified here are not covered by a commensurate increase in rates revenue. This means that councils have to divert funding from other commitments agreed with their communities in their Community Strategic Plan and Delivery Program to fund the cost shift incurred. This has a direct impact on councils' ability to deliver services to the community and their overall financial sustainability.

## 2.3 This report

This report provides analysis and insights from the 2021–22 Cost Shifting Survey conducted in May 2023.

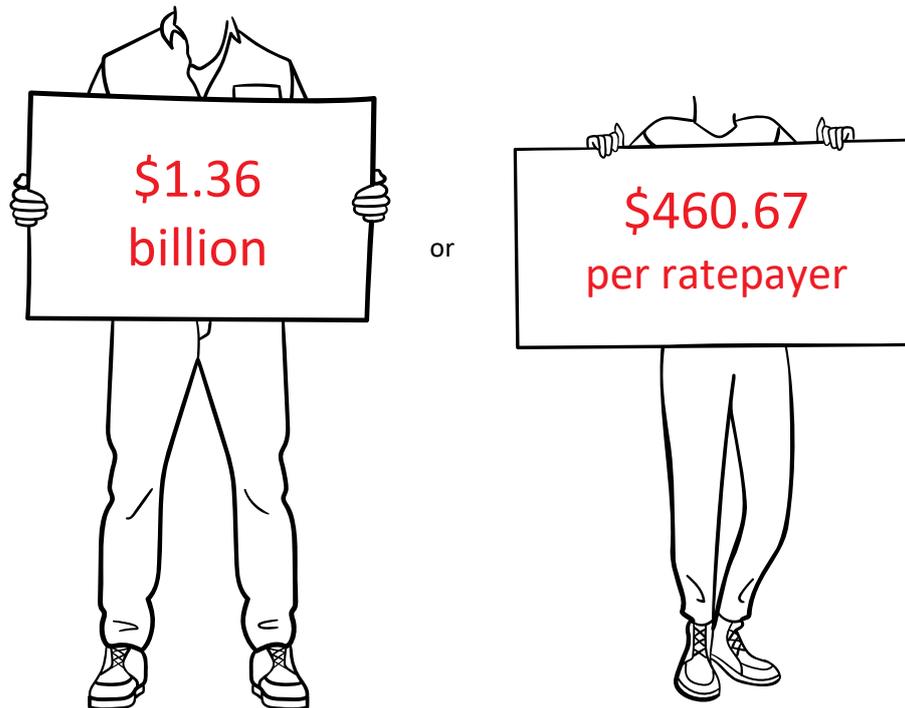
Section 3 of this report provides more detail on the findings from the survey, breaking down the findings into their key cost shifting areas, as identified in section 2.1 above, and Section 4 outlines the approach and methodology used in the survey and analysis..



### 3 Findings

Our survey found that cost shifting cost NSW councils \$1.36 billion in 2021–22, which represents \$460.67 for each ratepayer. In effect, this is the average amount of rates that councils must divert from the services and infrastructure that council has committed to provide the community in order to fund the unrecoverable cost services, programs and functions that are imposed from the State or Federal governments.

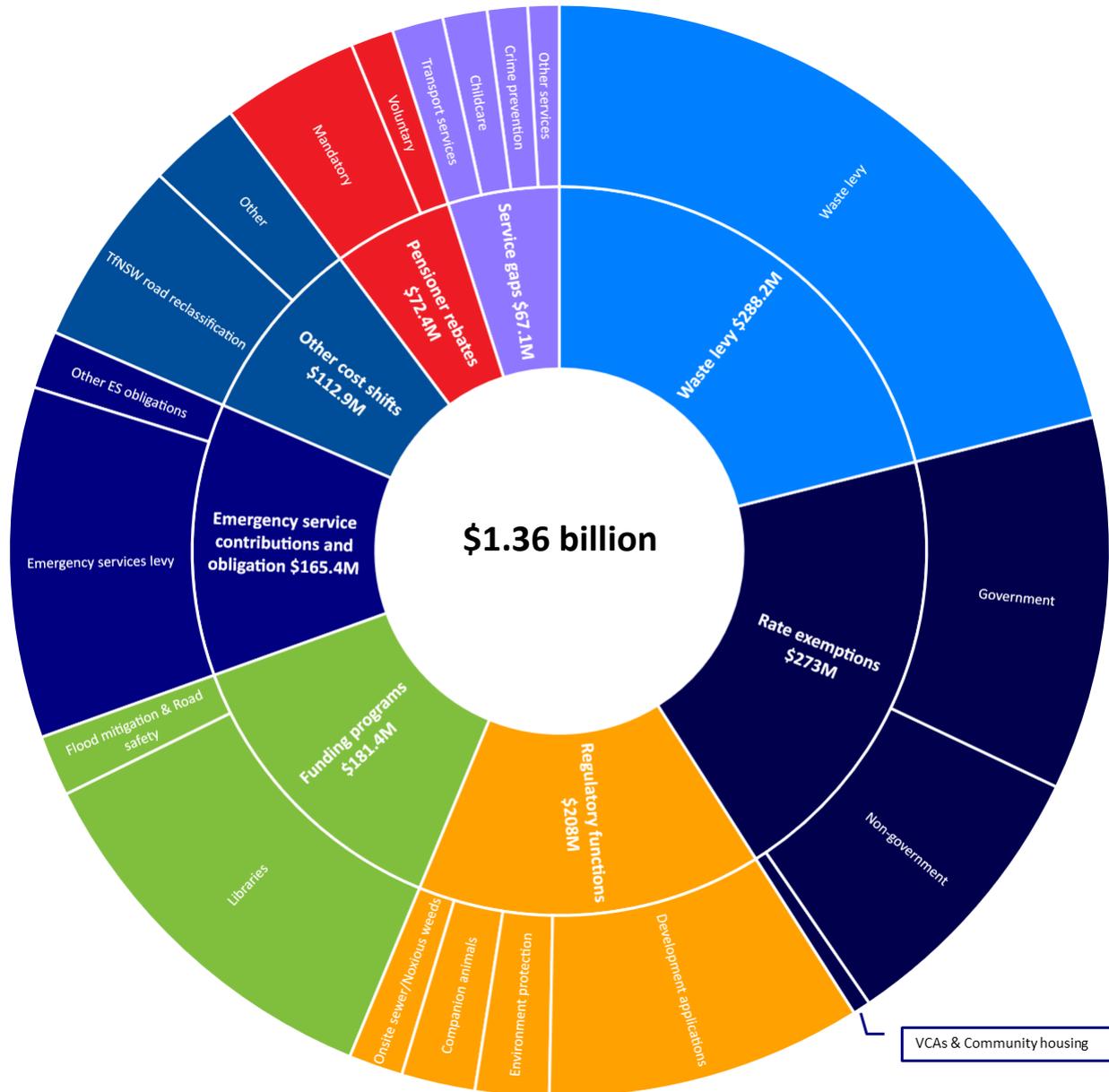
In 2021/22,  
the cost to  
NSW  
Councils of  
cost shifting  
was:



Many services, programs, and functions that the State and Federal governments require local councils to deliver, in turn provide benefits to the local communities they serve. This report does not provide an assessment on the merit of these costs, only to bring them to light. Due to the nature of how the services, programs and functions are provided and funded, cost-shifting can be hidden from view. This analysis helps to quantify and highlight these costs for all tiers of government and the community.



Figure 2 2021–22 cost shifting components



The largest direct cost shift to councils is from emergency service contributions and other emergency service obligations, totalling \$165.4 million.

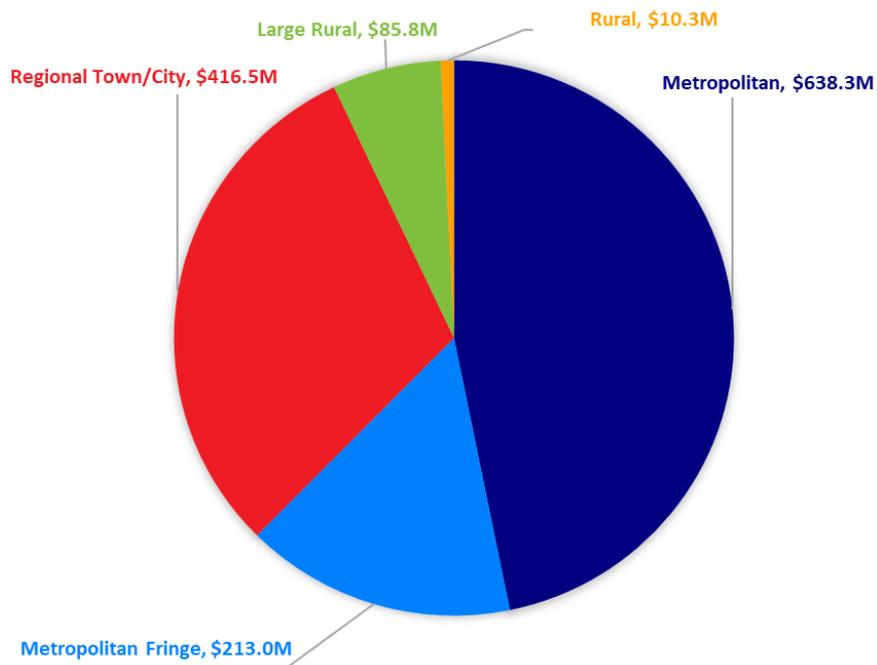
However, the cost of rate exemptions are higher still, representing a total of \$273.1 million of potential rates that are exempted and redistributed to other ratepayers to pay. An additional \$288.2 million in waste levies are passed onto the ratepayers through the waste collection fees in their rates bill. A further \$156.7 million



in costs for libraries has been covered by councils to make up the difference between the committed funding for councils' libraries and the subsidies received.

While in nominal terms the largest total cost shifts have been seen metropolitan councils, was on a per ratepayer basis rural and large rural councils have seen a greater impact, as the graphs below indicate.

**Figure 3 Total cost shift by council classification**



**Figure 4 Cost shift per ratepayer by council classification**





We will explore each component of rate shifting in the following sections.

### 3.1 Emergency service contributions and obligations

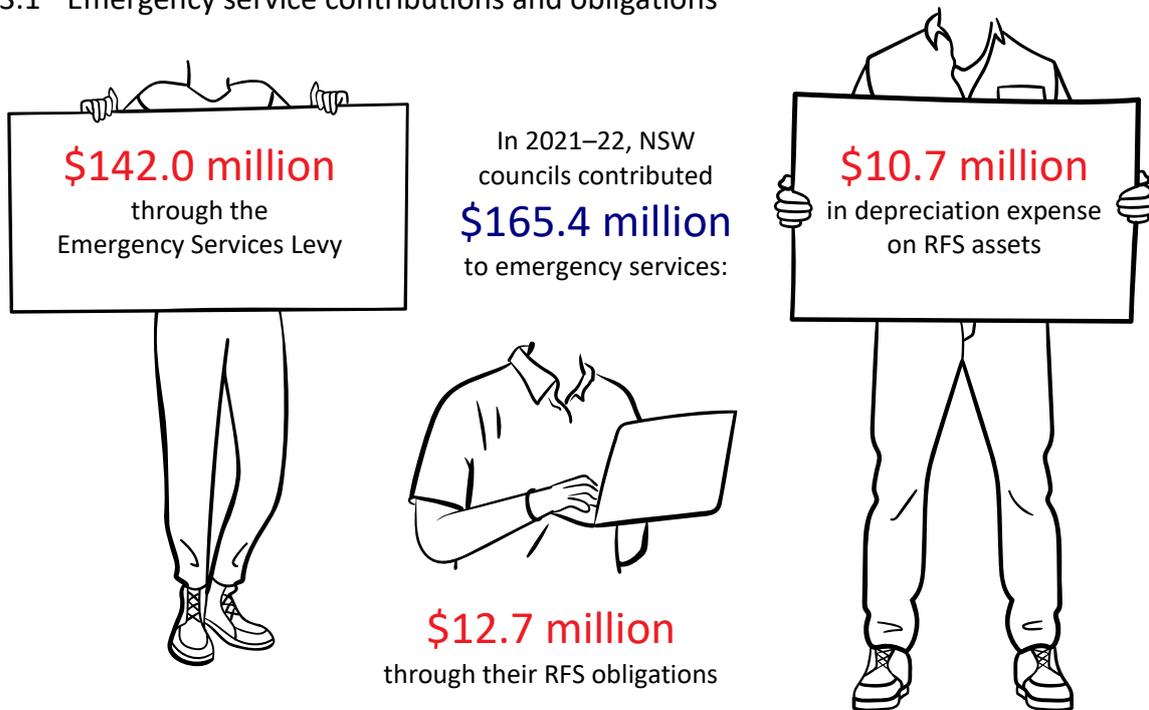




Figure 5 Emergency services contributions and obligations by council classification

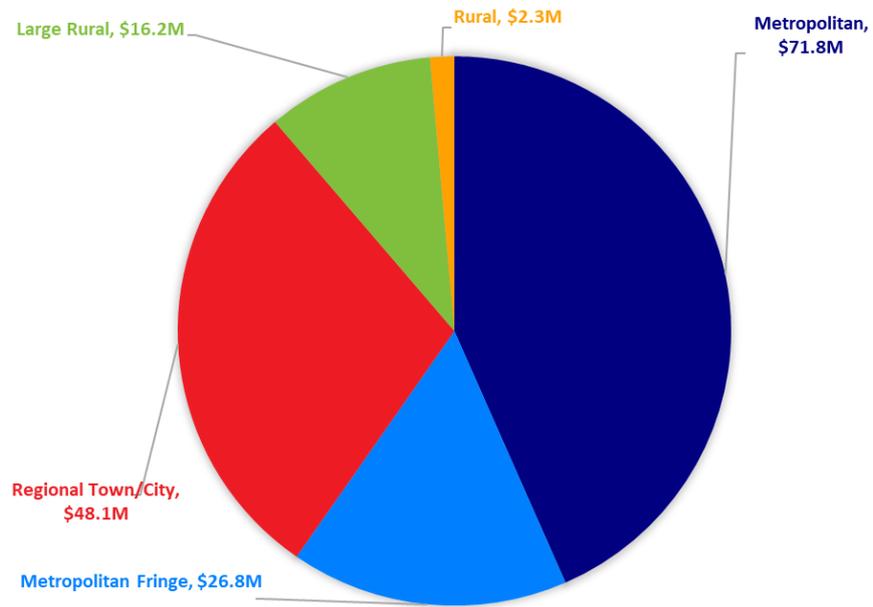
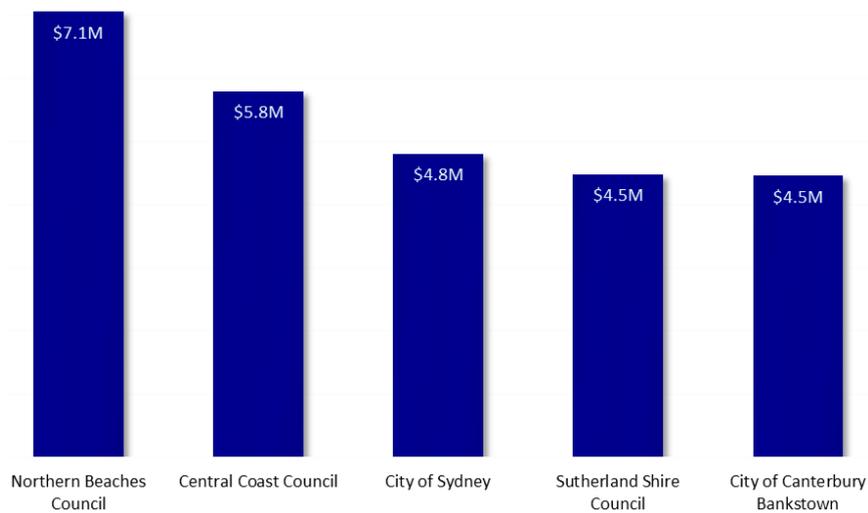
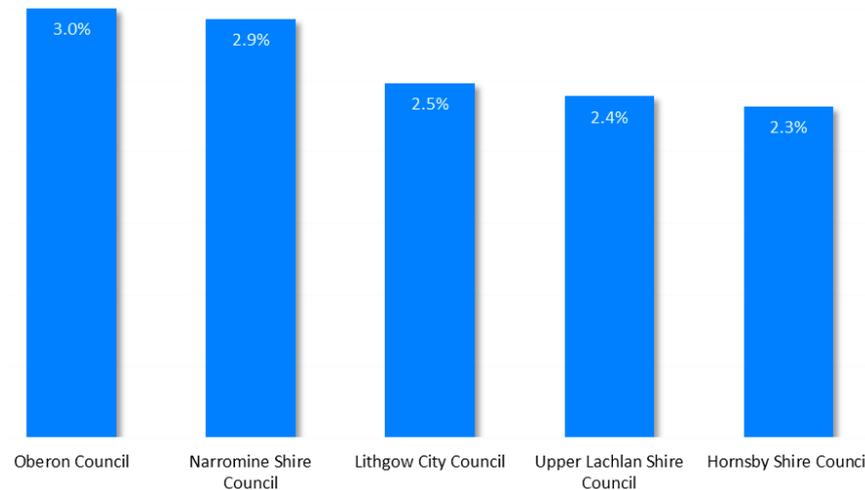


Figure 6 Respondent councils with the highest emergency services contributions and obligations burden





**Figure 7 Respondent councils with the highest emergency services contributions and obligations burden as a proportion of total operating expenditure**



NSW councils are required to fund 11.7 per cent of the NSW SES, NSW Fire and Rescue and NSW RFS budgets through a direct contribution levied each year by the State Revenue Office. This is funded directly from general revenue, primarily rates, as councils have no ability to raise revenue to fund this in any other way.

Councils also have no influence on the costs or budget setting of these organisations. This contribution of ratepayers' funds is in addition to the Emergency Services Insurance Contribution that is extracted through insurance companies, who cover 73.7 per cent of the agencies' budgets and results in higher insurance premiums for policy holders

The emergency service levy is estimated to have cost NSW councils overall \$142.0 million in 2021–22. That is a total of \$46.23 per ratepayer, which goes directly to the NSW Government as part of the emergency services contribution.



Figure 8 Respondent metropolitan and fringe councils with the largest ESL bill for 2021–22

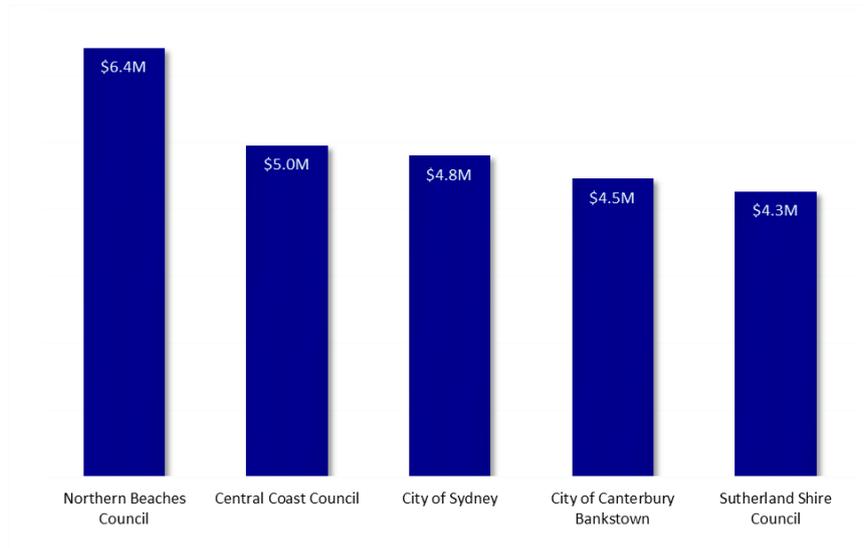


Figure 9 Respondent regional and rural councils with the largest ESL bill for 2021–22

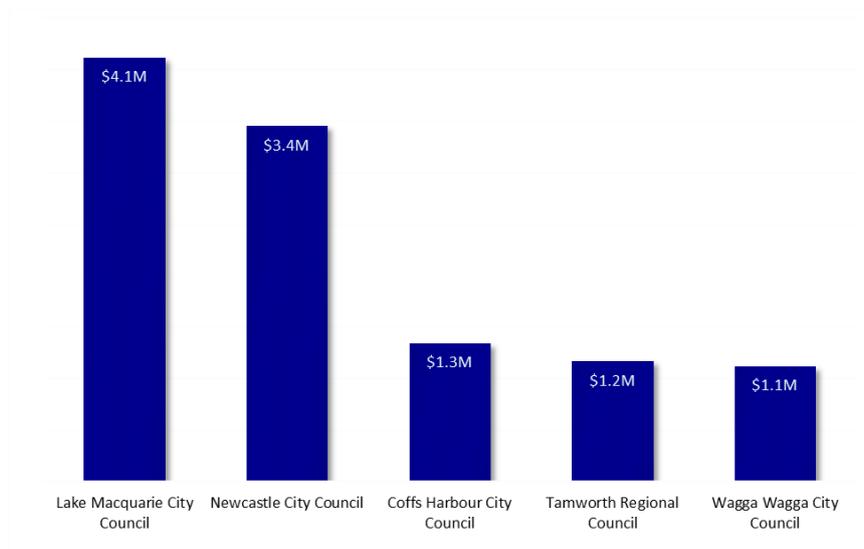
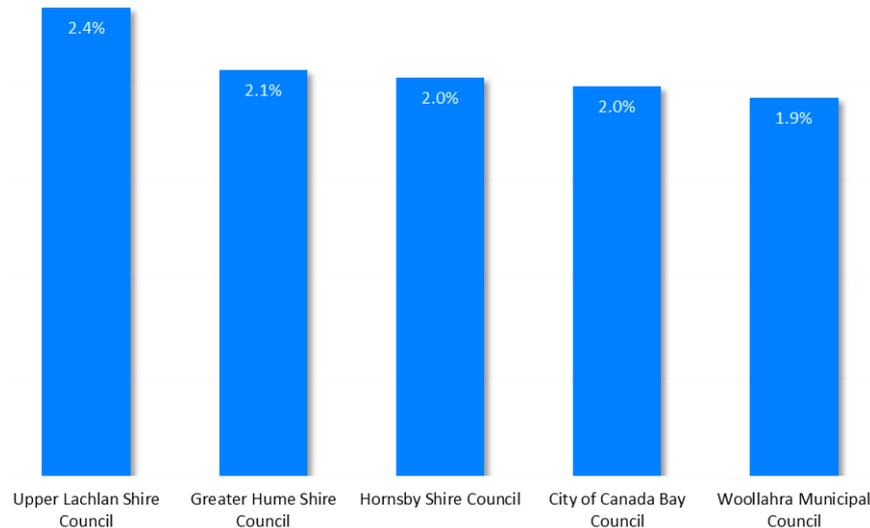




Figure 10 Respondent councils with the largest ESL bill as a proportion of total operating expenditure



In 2019, the NSW Government subsidised councils for the increase in Emergency Service Contribution costs, because of a large increase in the ESL resulting from large increase in workers compensation costs followed by the Black Summer Bushfires and the unfolding COVID pandemic. From the 2023–24 financial year, the NSW Government increased the budgets and therefore costs for the three relevant agencies and removed the subsidy at the same time. Councils were not advised of this change until after they had developed and put their 2023–24 budget on public exhibition as they are required to do. The increase represented a \$41.2 million cost increase from the prior 2022–23 financial year.

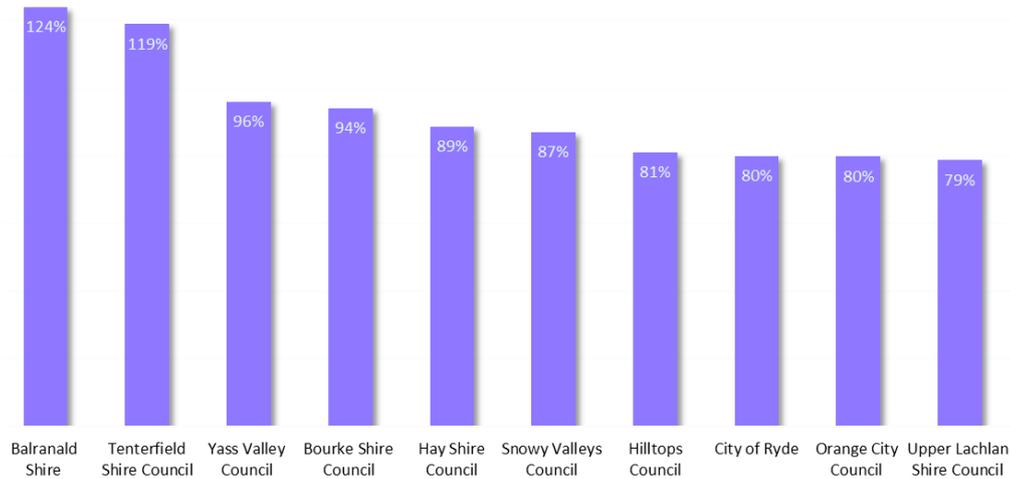
With the rate peg set at 3.7 per cent for the 2023–24 rating year, the increase in emergency services contributions has put substantial pressure on the financial sustainability of local government.

Figure 11 Top 10 councils with the highest ESL bill in 2023–24





Figure 12 Top 10 councils with the highest 2023–24 ESL increase as a percentage of the rate revenue increase



The increases in emergency services contributions from councils have hit both the largest and smallest of councils.

“Two of the four biggest expense payments that Central Coast Council must make each year are for State government levies: the emergency services levy and the waste levy. They are in the millions each and are funded straight out of our rates and waste revenue.”

**David Farmer, CEO, Central Coast Council**

“Central Darling Shire is the largest shire in NSW covering an area of 53,000 square kilometres in Far Western NSW, but it has the smallest (and declining) population of less than 2000. CDS is not a typical shire as it consists of a series of isolated communities (Menindee, Ivanhoe, Wilcannia and White Cliffs) and large pastoral holdings. It borders the large unincorporated area of the Far West.

For Council, the Emergency Services Levy has increased by \$70,000 for 2023/24, bringing the total Council contribution to \$318,989. The increase is some \$70,000 which is more than double the increase in rates due to rate pegging.

For the 2023/2024 financial year the Council income from rates is budgeted to be \$913,000. This includes the rate peg increase of 3.7 per cent, which looks like being eaten up by the hike in the ESL.

For a Council like Central Darling this level of increase is simply unsustainable and will result in the further reduction of services to our residents.

There is a clear case for the NSW Government to fully fund this increase as part of its community service obligation as small rural councils with a limited rate base cannot afford to continue to pay.”

**Bob Stewart, Administrator, Central Darling Council<sup>1</sup>**

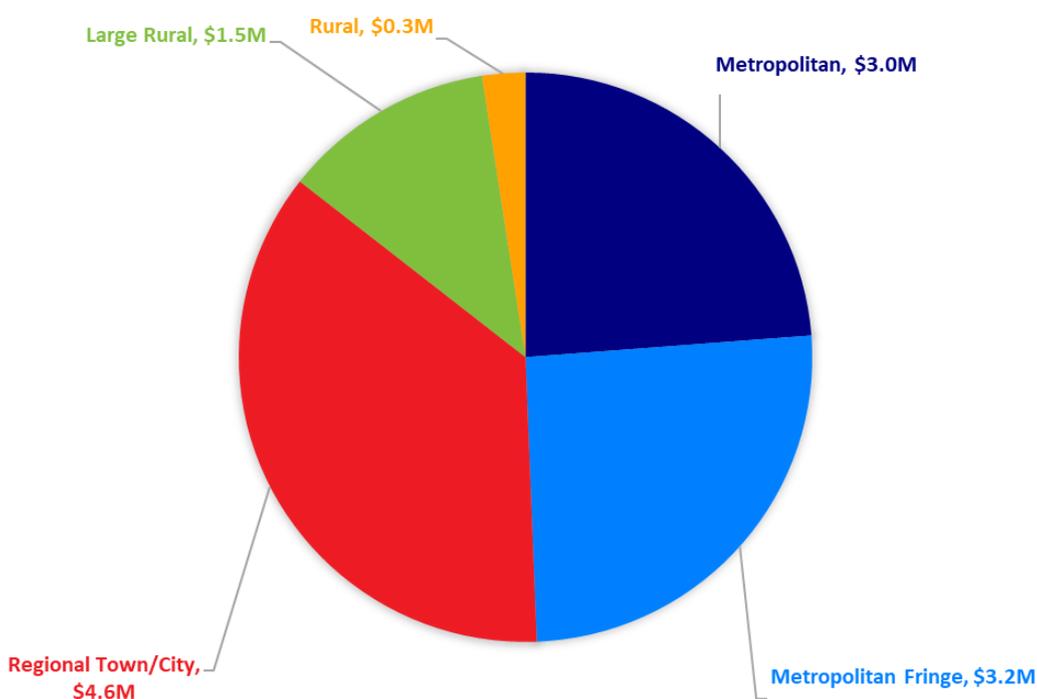


<sup>1</sup> Figure 11 does not include Central Darling’s actual result as it was not provided to LGNSW.



In addition to the emergency service levy, local councils are required to support the RFS and SES in other ways. This commitment seems to be different for different Councils. For example, for some councils, when the RFS annual budget is allocated back to the districts, some of these funds are vested in councils through the Rural Fire Fighting Fund (RFFF). These funds are then administered by councils to deliver repairs and maintenance of buildings and a small amount of plant and equipment. In some cases, Councils also fund other functions such as training and provision of office supplies. If the RFFF is insufficient to provide these in any one year, some councils will then provide further financial support directly to the districts to meet the difference. In 2021–22, the cost of this additional support has been estimated at \$12.7 million.

**Figure 13 Additional RFS contributions by council classification**



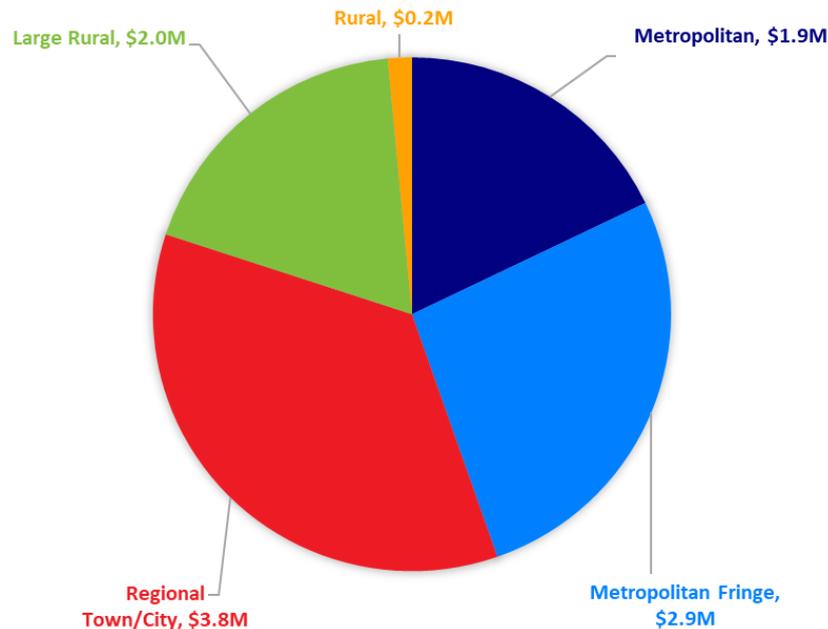
The RFS funding arrangements are the most complex of the all the emergency services and creates challenges for both councils and the RFS. While councils are aware that their obligations to provide financial support to the RFS are generally over and above the RFFF, the costs at a district level are extremely volatile from one year to the next and dependent on whether there is a bushfire in the district (in which instance the district will fund some aspects of other districts’ costs if they come to support the local bushfire response) or if the district comes to the aid of another district (in which instance they will receive additional funding which reduces the pressure on its own budget and therefore the financial support required from the local council).

What results is that councils have to bear the budget risk of the volatility of RFS costs and funding, while RFS districts don’t have accountability for their own budgets and costs, and are not able to help to provide certainty because they don’t know where the next emergency will be. Much of these volatility issues are resolved at a State level, when looking at the RFS services overall.



In addition to the direct repair and maintenance costs, councils are also required to recognise RFS red fleet assets and account for their depreciation expense in council financial reports. In 2021–22, this depreciation cost is estimated at \$10.7 million.

**Figure 14 RFS Depreciation Expense by council classification**



This has been a somewhat contentious issue in recent years and ultimately comes down to identifying where control of these assets lie. In summary, the NSW Government has concluded under the *Rural Fire Services Act 1997*, which states that these assets are vested to councils and therefore “on balance, councils control this equipment” under the Australian Accounting Standards<sup>2</sup>. The NSW Audit Office has accepted this position in undertaking their audit function of local government.

Many councils, with the support of LGNSW, have refused to accept this position, which has resulted in 43 NSW councils receiving a qualified audit opinion of their 2021–22 financial reports. Their position is that control of these assets sits with the RFS, and therefore the NSW Government, based on the Australian Accounting Standards Board Conceptual Framework, which does not necessarily define control as a legal ownership right, but rather:

*“... the present ability to direct the use of the economic resource and obtain the economic benefits that may flow from it. Control includes the present ability to prevent other parties from directing the use of the economic resource and from obtaining the economic benefits that may flow from it. It follows that, if one party controls an economic resource, no other party controls that resource.”<sup>3</sup>*

<sup>2</sup> Audit Office of New South Wales (2023) *Regulation and monitoring of local government*, NSW Government, 23 May 2023.

<sup>3</sup> Australian Accounting Standards Board (2022) *Conceptual Framework for Financial Reporting*, AASB, 7 April 2022.



This issue is ongoing, and while depreciation itself is not a cash expense, the accounting for depreciation in local government has two key financial implications. Firstly, the increase in depreciation expense will reduce a council's overall surplus or increase its deficit, which has implication for a council's measures of financial sustainability. Secondly, for most local government assets, depreciation is used as the estimate of required renewal expenditure for councils to maintain assets at their current condition. In other words, councils must fund depreciation with a similar level of capital cashflow to ensure assets are kept at required standards, this is not the case for firefighting equipment, which is funded through the State Government's budget allocation to the RFS. This remains an ongoing issue at the time of writing this report.

### 3.2 Waste levy

The waste levy is a tax on landfill facilities and only applies to 42 metropolitan and 19 regional levy areas shown in Figure 18. Although, not technically a "cost shift" – as the cost of the levy is recovered through waste charges – it represents a somewhat "invisible tax".

The purpose of the waste levy is to provide economic incentive to alternative waste management processes, such as recycling and resource recovery. The funds raised by the waste levy go directly to NSW Government general revenue. Some funds do come back to communities and councils through grants for a variety of projects, but this only represents 10 to 15 per cent of the funds raised through the tax.

The metropolitan levy at \$147.10 per tonne in 2021–22 is nearly twice the amount per tonne of the regional levy at \$84.70 per tonne in 2021–22. Some councils, such as Central Coast and Newcastle, operate their own landfill facilities and pay the levy directly to the NSW Government. Not all councils operate landfills directly, many councils have their waste managed through contracts with private providers. While these providers will incur the levy directly, councils in the levy areas will collect waste charges that include the waste levy as a component of the waste fees. Depending on how their waste management contracts are structured, some councils have been able to provide an estimate of this levy collected in the waste fees while others have not.

Of the 51 councils surveyed who are in the levy area, 36 provided an estimate of the amount paid, which totalled \$287.8 million in 2021–22. Based on this data, we have estimated the total amount of the waste levy paid through waste collection fees in 2021–22 at \$292.9 million.



Figure 15 Waste levy by council classification

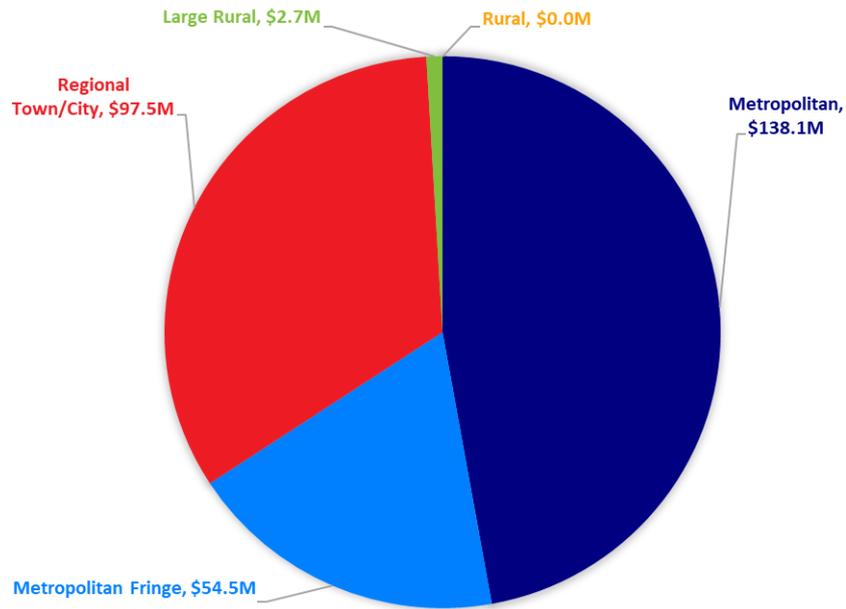


Figure 16 Respondent councils with the highest waste levy

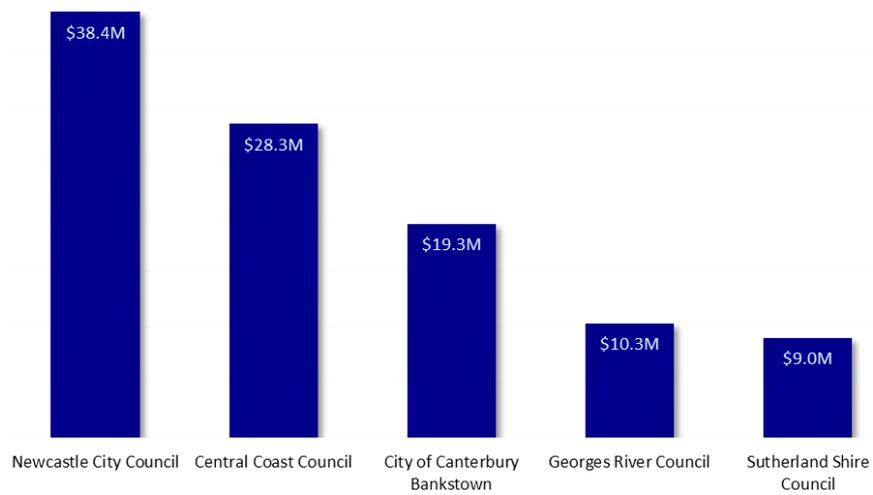




Figure 17 Waste levy area map<sup>4</sup>



<sup>4</sup> <https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/wasteregulation/levy-area-map.pdf?la=en&hash=C00135E31055627BB8A41EAEB222864C2655B186>.



### 3.3 Rate exemptions

Many government and private property owners in a local government area are exempt from paying rates to councils. Due to the way rates are calculated, this doesn't usually affect the total amount of revenue that councils are able to raise through rates. It does mean that the distribution of the rates burden falls more heavily on the existing ratepayer base.

For government-owned properties, rate exemptions are a part of a complex set of arrangements for exemptions of some taxes between the different tiers of government. State Owned Corporations (SOCs and GTEs) pay tax on lands owned and used for commercial purposes. This is provided for under competitive neutrality policy/National Competition Policy (a notable exception to this arrangement is the Forestry Corporation). Councils are exempt from most State and Federal taxes (for example land tax, payroll tax, stamp duty, and income tax). Councils are also involved in delivering a wide range of services or regulatory functions under various State and Commonwealth Acts and they receive a large number of different grants from State and Federal governments, including the untied Financial Assistance Grants that the States administer and distribute to councils.

Additionally, there are many non-government organisations that are also exempt from paying rates, including private schools, hospitals and retirement villages, as well as not-for-profit organisations such as religious organisations. While these organisations are exempt from paying rates; all expect and receive services and infrastructure from councils, the cost of which is funded by ratepayers.

Community housing was an area that we asked councils about specifically as the NSW government has been in the process of transitioning the ownership and management of public and social housing to non-government Community Housing Providers. Under past practice, social and public housing provided by State Government agencies paid rate equivalents on all their properties. CHPs are exempt from rates and more and more social and public housing is moving into this category. As a result, the rates exempt status seems to be moving with the community housing property.

The total amount of rate exemptions represented \$273.1 million, shifting approximately \$89.04 to each NSW ratepayer.



Figure 18 Rate exemptions by category

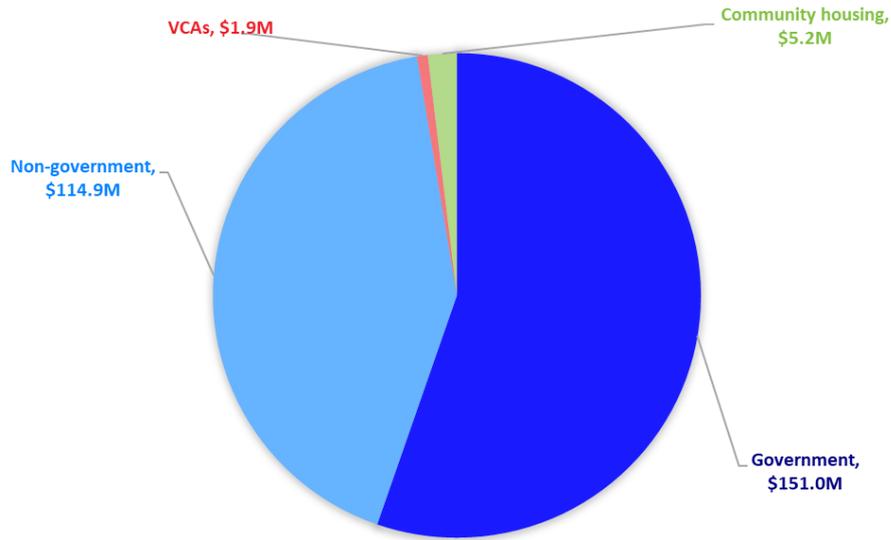
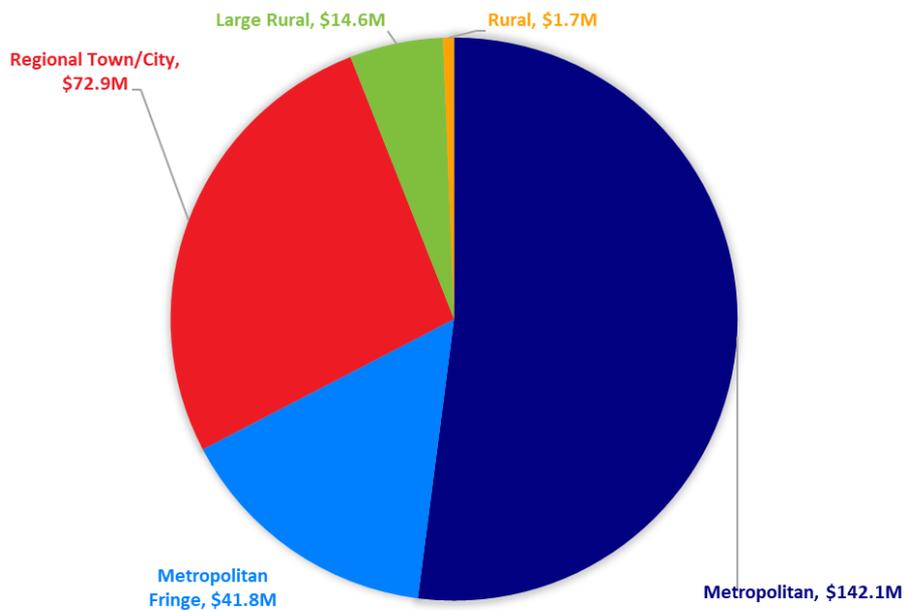
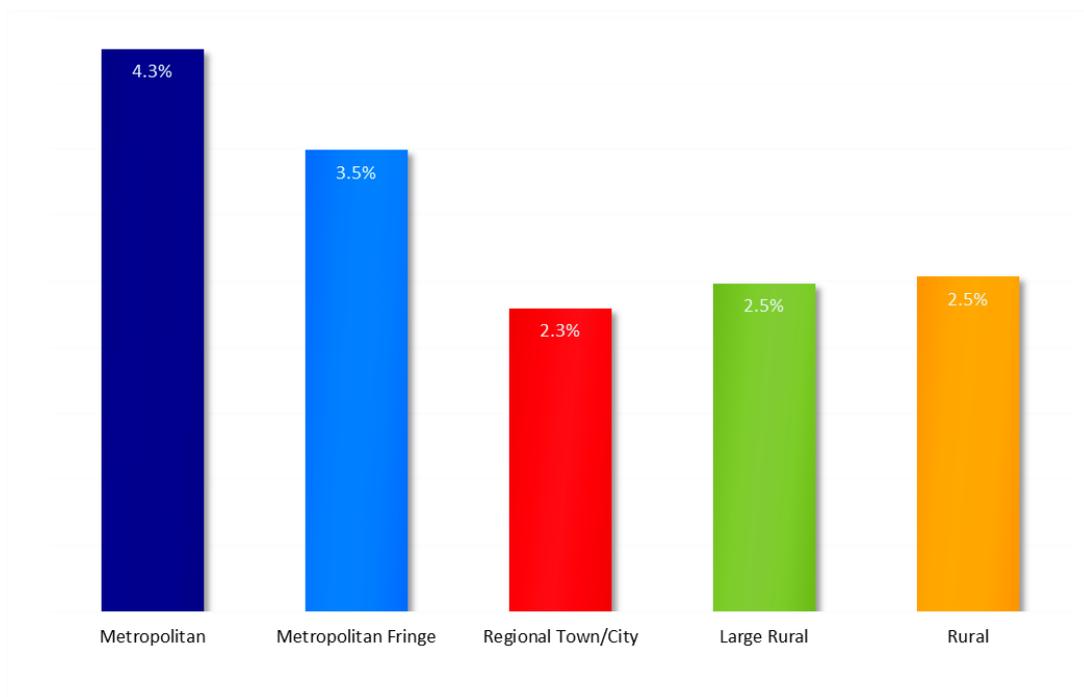


Figure 19 Rate exemptions by council classification

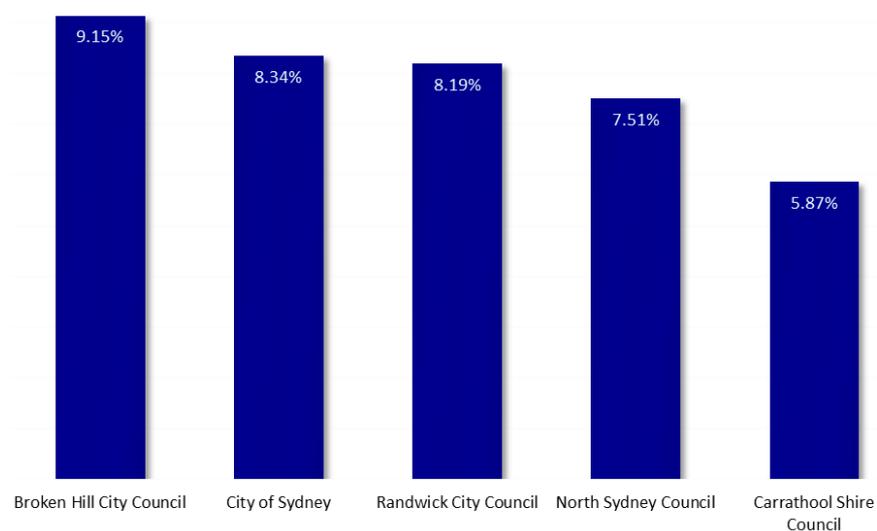




**Figure 20 Average rate exemption for respondent councils as a proportion of rates revenue by council classification**



**Figure 21 Respondent councils with the highest rate exemptions as a proportion of rates revenue**





**Table 1 Cost for rate exemptions**

Rate exemption	Number of councils who responded to this question in the survey with a figure	Total amount of cost shift provided	Estimated total cost shift for all NSW Councils (based on population)
<b>Government-owned property</b>	62 (from which two councils put a figure of 0)	\$95.5M	\$151M
<b>Non-government-owned property</b>	61 (from which one council put a figure of 0)	\$72M	\$115M
<b>Voluntary conservation agreements</b>	47 (from which ten councils put a figure of 0)	\$1.2M	\$1.9M
<b>Community housing</b>	53 (from which 11 councils put a figure of 0)	\$3.3M	\$5.2M

### 3.4 Regulatory functions

In addition to the obligations under the *Rural Fire Services Act 1997*, *Fire and Rescue NSW Act 1989* and the *State Emergency Service Act 1989*, councils incur additional costs of increased regulatory responsibilities. These are additional functions or requirements that are not fully funded by increases in fees and charges.

In 2021–22, the unfunded costs for regulatory functions represented \$208.0 million.

**Figure 22 Unfunded regulatory costs by category**

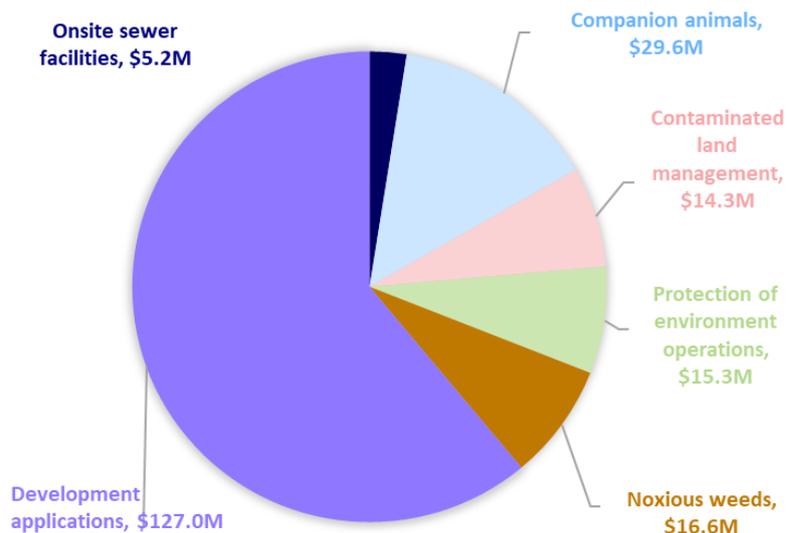




Figure 23 Unfunded regulatory costs by council classification

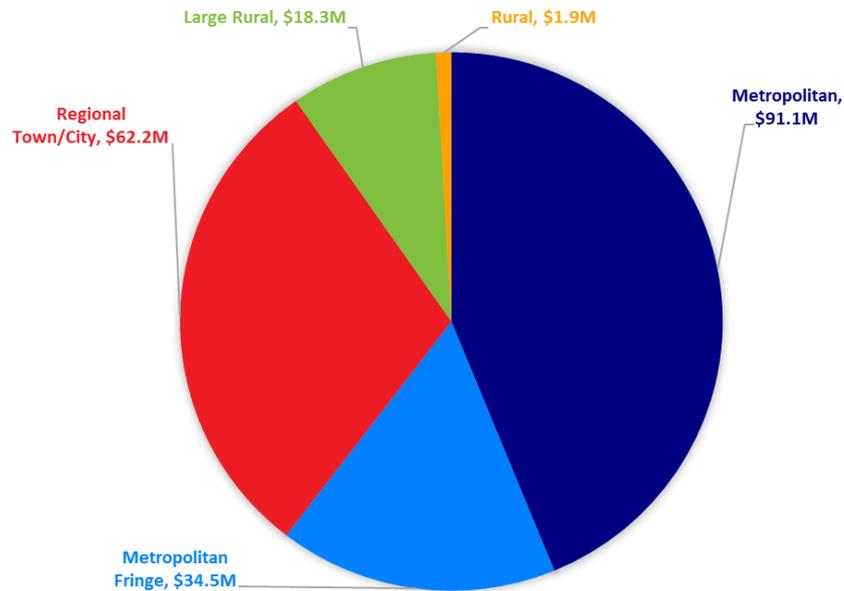
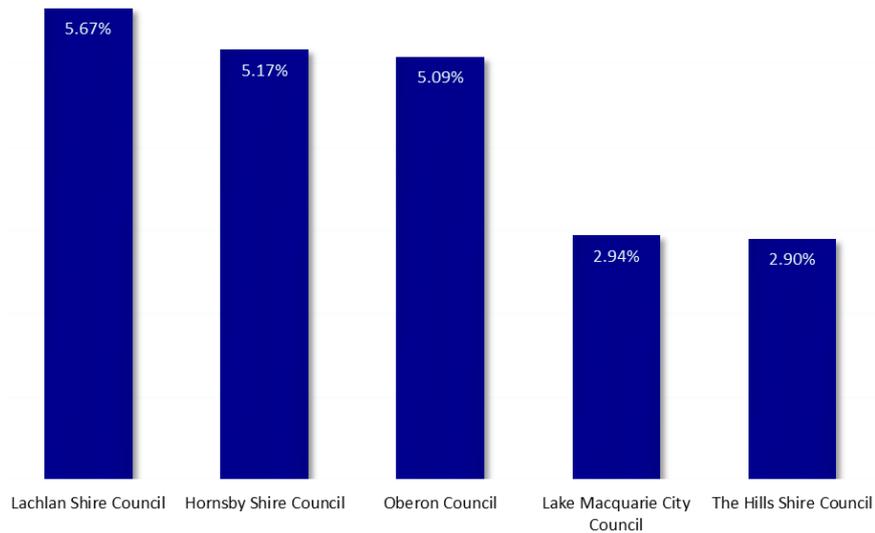


Figure 24 Respondent councils with the largest regulatory cost as a proportion of total operating expenditure



The function and total estimated costs from councils are outlined in the table below.



**Table 2 Cost for increased regulatory functions that cannot be recovered through fees and charges**

Regulatory function	Number of councils who responded to this question in the survey with a figure	Total amount of cost shift provided	Estimated total cost shift for all NSW Councils (based on population)
Onsite sewer facilities	35 (from which 15 councils put a figure of 0)	\$3.4M	\$5.2M
Companion animals	69 (from which four councils put a figure of 0)	\$19.6M	\$29.6M
Contaminated land management	45 (from which nine councils put a figure of 0)	\$7.2M	\$14.3M
Protection of environment operations	48 (from which four councils put a figure of 0 and one a negative amount)	\$9.9M	\$15.3M
Noxious weeds	64 (from which eight councils put a figure of 0)	\$11.1M	\$16.6M
Development applications	64 (from which five councils put a figure of 0 and one a negative amount)	\$86.7M	\$127.0M

### 3.5 Funding programs

Councils are occasionally required to fund the continuation of several funding programs that were instigated by the NSW Government, but for which funding commitments have, over time, either been reduced or removed entirely. The three main funding programs councils currently continue to fund are:

- Library subsidies: the original library funding subsidy was 50 per cent of the library services costs, however this has reduced over time. In 2021–22, councils paid an estimated \$156.7 million on library services that would have been covered by the originally committed 50 per cent State government subsidy.
- Flood mitigation: the program was originally established with the State and Federal governments providing 80 per cent of the costs and councils funding 20 per cent, the shortfall of this funding is estimated to be costing councils \$18.2 million in 2021–22.
- Road safety program: funding for programs and ongoing staff for education, however councils were not able to reduce the costs with the removal of the funding program. In 2021–22, councils have an estimated cost burden of \$6.4 million as result.

The total cost to council to continue to meet the funding shortfall of these programs was \$181.3 million, the vast majority which was the shortfall in the library subsidy of \$156.7 million.



Figure 25 Funding program costs shifted by category

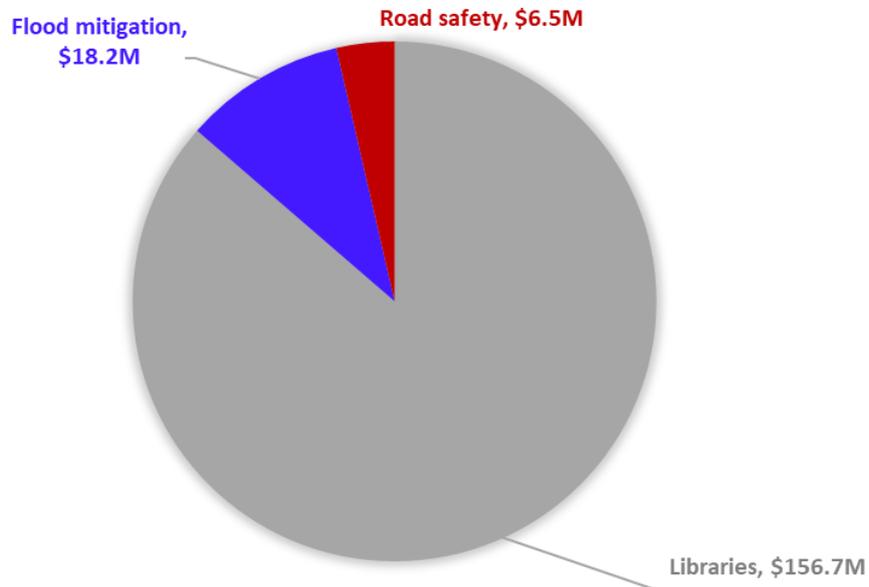
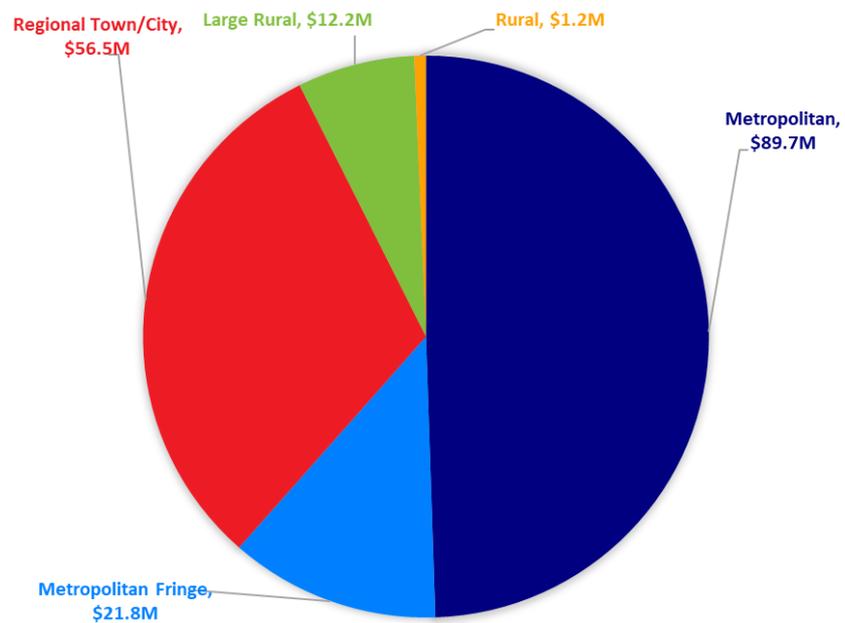
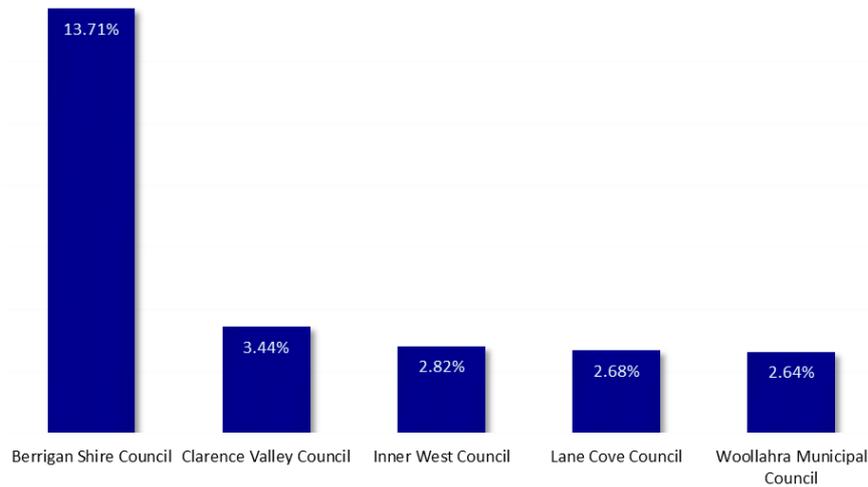


Figure 26 Funding program costs shifted by council classification





**Figure 27 Respondent councils with the largest funding program costs shifted as a proportion of total operating expenditure**



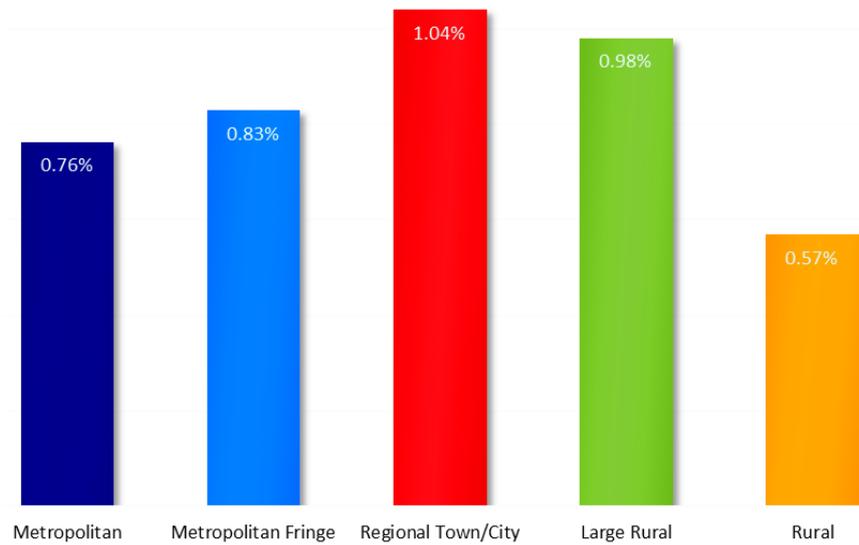
### 3.6 Pensioner rebates

Councils are required to provide rates rebates to pensioners, which are partially subsidised by the NSW Government. This mandatory pensioner rebate is an estimated net cost to councils of \$55.2 million. This does not include the cost of administering the mandatory pensioner rebates, as each pensioner claim needs to be registered and their details checked by the council.

The level of mandatory rebate has not risen substantially over many years, and therefore has not kept pace with inflation. As a result, many councils have elected to apply further voluntary rebates to ease the financial burden on pensioners. NSW councils incur an additional \$17.2 million in voluntary pensioner rebates. The total cost of pensioner rebates is estimated to be \$72.4 million.



Figure 28 Average total pensioner rebates as a proportion of total rates revenue by council classification

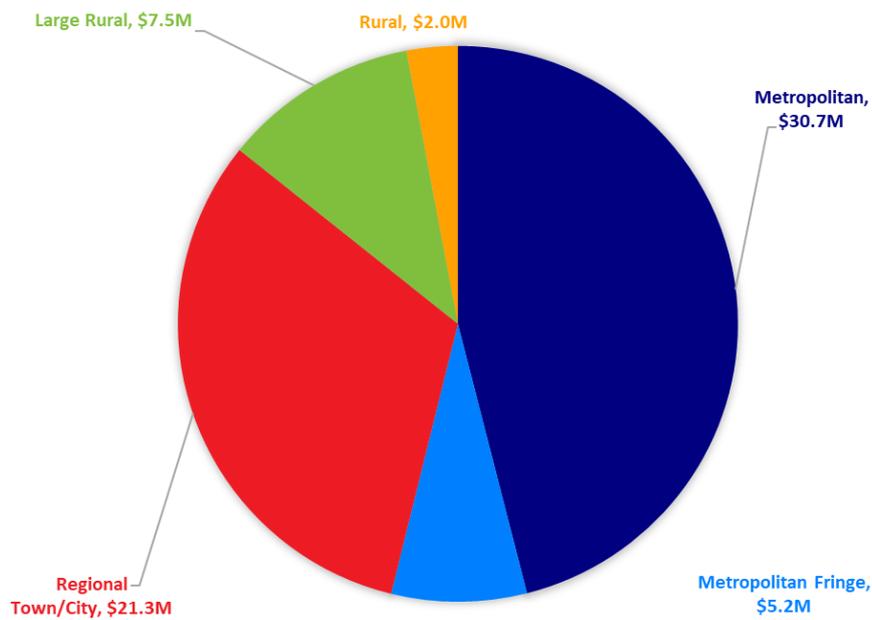




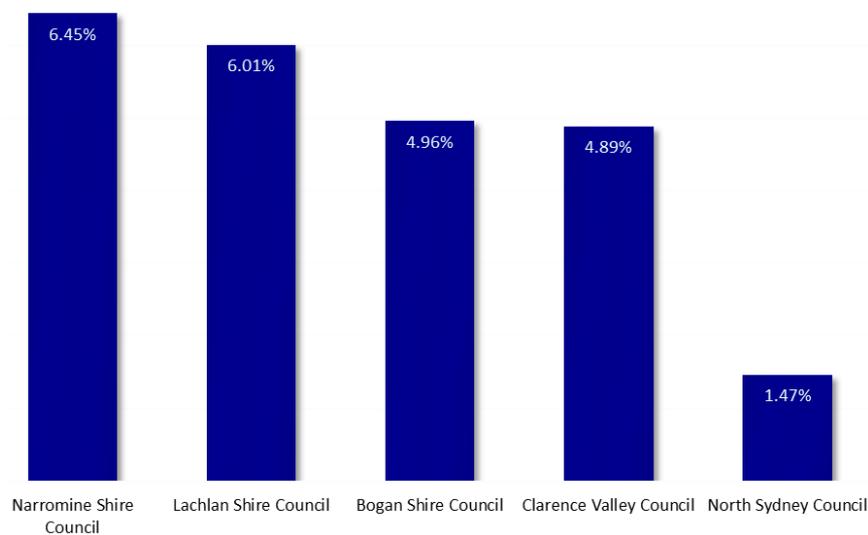
### 3.7 Service gaps

This section captures costs incurred by councils in providing services as a result of insufficient service provision by another level of government or a market failure of a subsidised or privatised public service. In 2021–22, it is estimated that councils spent \$66.6 million on filling these gaps.

**Figure 29 Service gap costs by council classification**



**Figure 30 Respondent councils with the highest service gap cost as a proportion of total operating expenditure**





The estimated costs are set out in Table 3, below.

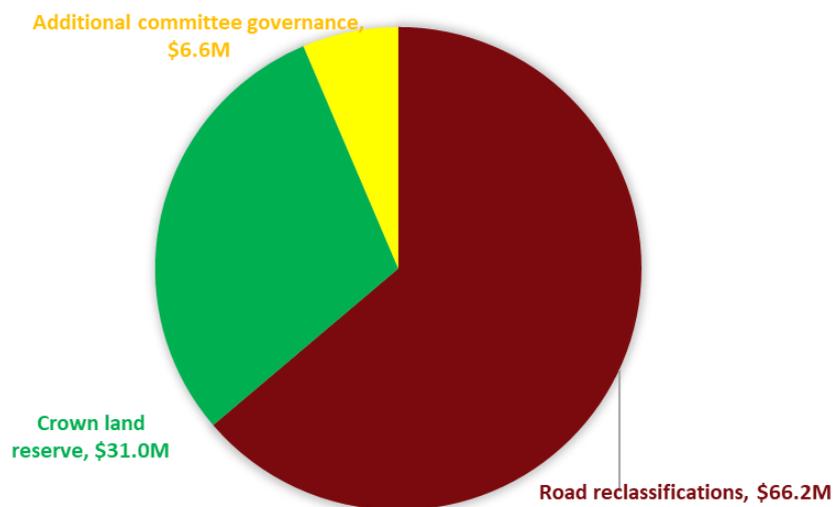
**Table 3 Cost for services provided by Council as a result of a State or Federal service gap or market failure**

Regulatory function	Number of councils who responded to this question in the survey with a figure	Total amount of cost shift provided	Estimated total cost shift for all NSW Councils (based on population)
Immigration and citizenship ceremonies	60 (from which ten councils put a figure of 0)	\$1.1M	\$1.6M
Crime prevention and policing	51 (from which 11 councils put a figure of 0)	\$10.2M	\$16.2M
Medical services	33 (from which 15 councils put a figure of 0)	\$2.2M	\$3.2M
Aged care services	36 (from which 19 councils put a figure of 0)	\$3.9M	\$5.6M
Disability care services	28 (from which 17 councils put a figure of 0)	\$1.4M	\$2.2M
Childcare services	49 (from which 19 councils put a figure of 0 and two councils a negative figure)	\$12.0M	\$17.8M
Transport services	37 (from which 20 councils put a figure of 0)	\$14.1M	\$20.5M

### 3.8 Other cost shifts

A number of other areas for cost shifting were identified and gathered in the survey and are outlined here.

**Figure 31 Other cost shifts by category**





Under the Transport for NSW (formerly RMS) road reclassification program in the 1990s, many roads were reclassified as local or regional road for councils to own and maintain. Of the 68 councils that responded to the survey, 32 were able to estimate the cost of this reclassification, 12 were not able to reliably estimate, and 24 stated that it was not applicable. The total estimate of costs provided by councils was \$26.7 million in 2021–22.

Under the Crown Lands Act 1989, councils have full responsibility to maintain crown reserves under council management and are expected to subsidise shortfalls in maintenance cost from general revenue. This is considered appropriate as the benefits from crown reserves under council management generally accrue to the local community. However, as a result, councils should also be entitled to any current or potential revenue from crown reserves that is required to cover maintenance and improvement cost (e.g., revenue from refreshment facilities, telecommunication facilities). The NSW Government will on occasion take over allowable revenue raising activities on council managed crown reserve land (not including national parks) or will require councils to transfer revenue from council managed crown reserve land to the State Government.

Of the 68 councils surveyed, 22 estimated the lost revenue at \$14.8 million in 2021–22. A further 27 councils were not able to reliably estimate the costs and 19 councils advised that this item didn't apply to them. This estimate does not represent the total net cost of managing (maintaining) crown lands. Nor does it include in transfers associated with the caravan park levy. Only any action by the State Government to limit revenue raising capacity or require the transfer revenue to the State Government has been considered cost shifting.

### 3.9 Future survey considerations

We asked councils what other areas that should be considered for future surveys. The key areas that respondents identified as costs to be captured in future surveys included:

- Monopoly services costs:
  - NSW Audit Office being the monopoly on local government external audits.
  - NSW Electoral Commission holding a near monopoly on council election administration.
- Cost of Joint Regional Planning Panels (JRPPs) requirement to access councils DAs as per mandated policy.
- Costs of mandatory On-Line Planning Portal – Implementation and ongoing operational costs.
- The Sydney Regional Development Fund Levy.
- Costs associated with Forestry NSW and impact of logging on council owned infrastructure. Rates foregone on State Forest land.
- Capturing the additional cost of Emergency Services administration staff.
- Heritage advisor costs, whilst there is some grant funding towards this it still needs to be administered by council who hand out the grant funds and do general administration.
- Cost involved in Special Variations applications given that councils have to undertake this process to recover costs shifted. This is a lengthy and resource intensive process, which is particularly challenging for smaller councils.
- Net cost of Street Lighting (Less subsidy from Transport for NSW).



- Cost of ongoing maintenance associated with the Community Water Bore program from early 2000s (the program was in conjunction with NSW Office of Water).
- Cost of management of overabundant native species doing damage to infrastructure. This is a NSW government function which is not being undertaken by the State and therefore some councils are doing it.
- Crown Land right to native title compensation (falling to Councils instead of the State).
- Any costs imposed by Service NSW (e.g., disability parking).
- Costs of sharing of facilities especially with Department of Education (schools, parks, playgrounds etc).
- Costs of maintaining State facilities that are located on Crown land.
- Provision of stormwater trunk drainage.

These additional items will need to be validated in terms of the details of what is entailed and whether they are indeed cost shifts before inclusion in any future survey.

We also recommend that some items in the current survey be considered for exclusion in future survey on the basis that they are onerous for councils to quantify and do not materially contribute to the total estimated cost shift for councils, nor are they expected to increase over time. The following items should be reviewed for exclusion:

- Road safety program (Q7) – (0.5% of total cost shift estimate).
- Onsite sewer facilities (Q10) – (0.4% of total cost shift estimate).
- Immigration and citizenship services (Q16) – (0.1% of total cost shift estimate).
- Waste management license fee (Q29) – (0.03% of total cost shift estimate).



## 4 About the survey

This section outlines the methodology employed to develop and administer the 2021–22 cost shifting survey.

### 4.1 Development of the survey

The last cost shifting survey of NSW councils was undertaken with 2015–16 financial data. We have used this last survey as the starting point for the 2021–22 Cost Shifting Survey questions. We undertook a review of the previous questionnaire guided by the following guiding principles:

- Ensure that questions are still relevant.
- Where possible maintain questions so that there can be direct year on year comparisons if required.
- Ensure that interpretation of questions is understood and consistent across all councils.
- Identify new areas of cost shifting where required.

An initial review of questions was undertaken by the project team, consisting of Morrison Low and LG NSW staff. We also established a working group that included representatives of senior leaders and financial staff of a cross section of rural, regional, and metropolitan councils. The working group undertook a review of the questions and provided their feedback through a facilitated workshop and feedback gathering tool. We also asked two leading local government academics to provide their feedback through email and one on one meetings on the questionnaire and our approach to understanding cost shifting in local government.

### 4.2 Conducting the survey

The final survey was provided in a Microsoft Excel format to councils on 17 April 2023 along with a request of councils' 2021–22 Financial Data Return (FDR), which contained council's audited financial Statement information. The FDR was used to gather a small amount of cost shifting information, but predominantly for data validation purposes.

### 4.3 Responses to the survey

Councils were asked to return their survey responses and FDRs by 8 May 2023. Some councils requested extensions to this date, which were granted up to 19 May 2023. A total of 75 out of 128 councils provided completed surveys (a 58.6% response rate), although not all answers were completed by all responding councils. Only 72 councils provided their FDRs, as three councils were still finalising their 2021–22 financial Statements at the time of survey completion date.

### 4.4 Data validation and analysis

Data validation included review of outliers both in total terms as well as a proportion of the council's proportion of total operating expenditure. Where possible, we also compared survey responses with councils FDR data returns to understand if there may have been discrepancies or misinterpretations of questions. This



required us to seek further information and validation with some councils on their responses to some questions.

We also utilised State Government financial reports for the Emergency Services agencies to validate to estimate of the ESL against the contributions that these agencies reported in their financial Statements.

For most questions, we have used population as the basis for estimating the total cost shift to all NSW councils for the survey data received. For some we were able to directly estimate through published reports. For example, we used the State Library's 2021–22 report on local council libraries with included operating costs and subsidies received. For other questions, such as the waste levy, where it is not relevant to all councils and there are different levels of the levy between metropolitan and regional councils, we used populations within the relevant and group councils as a basis for estimating the total cost of the waste levy.

Councils are far more complex organisations than even those people who work in local government would believe. One of the most difficult things to achieve, when there are so many tasks and so many people working on them (spread over a wide area in MRC's case) is to ensure that there are no 'grey areas, oversights or overlaps'. Having the 'left hand know what the right hand is doing' is essential. It improves efficiency, reduces conflict, and ensures that we achieve more without wasting energy. It also reduces frustration for those doing the job and our customers alike.

Most of the public do not know what local government does, despite the fact they would all think they do. I cannot blame them, as it has taken me 39 years to get to the stage I think I know, and I work in local government as a Chief Executive Officer, so I am not surprised to regularly hear the following statement;

"There so many people in the office, I can remember when there was only the Shire Clerk and a couple of others, what do they do?" In Murray River Council's case, I also hear, "There were so many less staff prior to the amalgamation."

The simple answer is that local government's accountabilities have grown from roads, rates, and rubbish to this (long) list below. They are still growing. Most of the list covers legislated responsibilities, meaning, we have no choice. Others are things that if we did not manage, the cost escalation from risks incurred would far outweigh the perceived savings. It would come as a big surprise to most that there are very few 'nice to haves' in the list (things we do because we chose to, not because we have to).

The list of accountabilities local government is required to do is continually growing by stealth. State Governments take every opportunity to delegate as many responsibilities to local governments as possible; it's been named as 'cost shifting'. As an industry we have lobbied every year for decades for cost shifting to cease, to little avail. It has just happened again; local government has been handed the responsibility for Underground Petroleum Storage Systems (UPSS) which was the responsibility of the EPA. The ramifications of this are not known yet, however there is one fact that is known for sure, the State Government would not be shifting the responsibility of UPSS to local government if it were profitable!

As local government has no powers under the Constitution, we are likely to be the recipient of many other shifts of responsibility as well. Capped income, through rates pegging, severely limits local government to pass any extra costs on. Even if all costs were passed on there is a limit to which communities can afford to pay (in rates) or would be happy to pay anyway. Cost shifting and rates capping mean we must improve our effectiveness and efficiency at a rate at least equal to the task to remain viable and improve our prosperity.

It is a requirement of the Local Government Act (referred to in the industry as the Integrated Planning & Reporting Framework, or IP&R), that we report on how well we progress in delivering the 4 Year Delivery and 1 Year Operational Plan objectives twice per year. But as IP&R is linked to the Community Strategic Plan, which is very 'big picture', much of what we are actually required to do to keep Murray River Council running, is not captured. It is timely that we, as an organisation, document, and measure everything that we do. If you were to ask 'Mr. or Mrs. John and Joan Smith' they'd probably only be able to name ten percent of our accountabilities. Documenting what we are required to do is therefore essential.

I've said many times, "if you measure it, you can manage it, if you manage it, you can improve it. When you improve it, you can celebrate it!" Essentially the major drivers of this success will be how we manage people, money, and technological aspects of these 78 sub-programs, as follows:

- |  |  |   |
|--|--|---|
| 1.Strategic direction and planning                 | 28.Social media & website                    | 55.Regulating premises                      |
| 2.Corporate relations & inter-governmental affairs | 29.Customer services                         | 56.Assessment                               |
| 3.Corporate planning and reporting                 | 30.Sport and recreation (passive & active)   | 57.Built form compliance.                   |
| 4.Workforce planning                               | 31.Aquatic                                   | 58.Environmental regulation                 |
| 5.Workforce culture                                | 32.Open Space Amenities                      | 59.Public health                            |
| 6.Workforce performance                            | 33.Feral pests                               | 60.Noxious plants                           |
| 7.Business Intelligence                            | 34.Tree management                           | 61.Roads & footpath enforcement             |
| 8.Corporate communications                         | 35.Street and public domain lighting         | 62.Illegal dumping                          |
| 9.Legal services                                   | 36.Place (public domain)                     | 63.Domestic animal management               |
| 10.Procurement & Tendering                         | 37.Information and knowledge management      | 64.Transport (roads, bridges and airstrip)  |
| 11.Internal audit                                  | 38.Underground Petroleum Storage Systems     | 65.Water supply, filtering and distribution |
| 12.Business continuity and risk                    | 39.Information technology and communications | 66.Sewer                                    |
| 13.Disaster / emergency management                 | 40.Land and mapping information              | 67.Waste management and recycling           |
| 14.Workplace Health & Safety                       | 41.Business systems / solutions technology   | 68.Storm water                              |
| 15.Community services                              | 42.Financial planning and management         | 69.Natural waterways                        |
| 16.Tourism   | 43.Human resources Management                | 70.Property investments/divestments         |
| 17.Arts and Culture                                | 44.Workers Compensation                      | 71.Private works                            |
| 18.Library's                                       | 45.Project Management Office                 | 72.Cemeteries                               |
| 19.Community Grants                                | 46.Depot, store, fleet, plant & equipment    | 73.Quarries                                 |
| 20.Sponsorship                                     | 47.Assets Management                         | 74.Cycleways, paths, and footpaths          |
| 21.Economic Development                            | 48.Business support                          | 75.Crown lands (including Native Title)     |
| 22.Road safety & Traffic Committee                 | 49.Civic                                     | 76.Caravan Parks                            |
| 23.Community & Corporate Buildings                 | 50.Governance Land use planning              | 77.Commercial Leases                        |
| 24.Community buildings hire                        | 51.Urban design                              |   |
| 25.Community events                                | 52.Land use data management & mapping        |   |
| 26.Community engagement                            | 53.Land use reporting                        |   |
| 27.Media, branding, marketing, and communications  | 54.Heritage                                  |   |

This process is not as simple as allocating the 78 sub-programs to staff and then saying to them 'go forth and deliver'. Almost all the 78 sub-programs require long-term forward planning (strategy), they also require someone to 'own' the accountability (manager). They often require someone (usually a project manager) to augment, build or embellish whatever they need (deliver) in the first instance, and lastly, almost all will require ongoing day-to-day servicing (service). These are usually quite different personal attributes and skill sets; sometimes requiring a specialist. Even if they do not, they are often delivered in different times and quantities. For this reason, the accountabilities have been devolved into four generic types.

You will see abbreviations under the heading 'Officer', just to the right of the column titled '1 Year Operational Plan'. The prefix of the letters, S, B, P, or O refer to the following:

'S' accountability stands for *strategy*; where we need to be, what we need to achieve – the policy, direction, outcome and timing the organisation requires. The strategic accountability always rests with an executive staff member. (E.g., Chief Executive Officer or a Director.)

'B' accountability represents a *business owner*; the person who oversees the running of the activity, usually a manager or specialist. The 'owner' of the accountability will usually have staff reporting to them. People that share parts of an accountability have 'tasks' as you shouldn't have two people accountable for the one thing! There can be the same 'task' completed by many staff, but they all cannot have the 'accountability'. Only one person has the accountability on each level. (E.g., Works Manager looks after the 'business' of civil asset maintenance and is 'accountable' but has staff with specific 'tasks' to assist, such as grader operators who maintain unsealed roads. Each of whom has the 'task' of grading. Multiple grader operators have the same 'tasks', the works manager holds the 'accountability'.)

'P' accountability represents the person who develops, designs, delivers a project; this person works out how to augment changes, or delivers something – either tangible or non-tangible. (E.g., Governance Coordinator reviewing the customer service protocols (non-tangible), Project Manager building a bridge (tangible).)

'O' accountability represents the 'service'; the person with a service accountability that completes the activity on an ongoing daily, weekly, or regular basis. (E.g., processing invoices in accounts payable, working in the Water Filtration Plant, gardening in town streets, grading roads.)

The 78 sub-programs broken up into 'strategy, business management, projects and operating services' equates to over **1200 individual accountabilities**.

This further emphasises how important it is to align, measure, manage and subsequently improve the outcomes such that we can celebrate our effectiveness. Having access to a monthly reporting framework (this Monthly operational Report) will also greatly assist us to determine what resources we need to allocate, to whom, based on risk and council resolutions. This new monthly process will bring a higher level of transparency to our organisation. It will also mean we will become very familiar with what the community's expectations are, as represented in the 4 Year Delivery Plan and 1 Year Operational Plan, which will give us a much better chance to remain focused on our outcomes.

## CONCLUSION

The only constant in life, is change. Every year our 'Operational Plan' will change. Every year more accountabilities will be thrust upon us by higher levels of government. Unless we adopt a 'continual management of change' system such as this, to run our organisation, that reviews how these accountabilities and capabilities are addressed and allocated, we will be constantly at risk. This 'system' will allow seamless and continual change.

Lastly, in adopting such a transparent and simple model we will be able to adjust our efforts using a *helicopter viewpoint* of the whole organisation, not just the various component parts. But most importantly, it will allow us to work better together. That will be an achievement in itself, and definitely worth celebrating!

**Terry Dodds, PSM**

**Chief Executive Officer**

**PART A: Section Accountabilities and Team Roles**

CEO – Terry Dodds	Manager People – Rod Schubert	Manager Community Engagement – Zoe Croft	Manager Organisational Development – VACANT
<p>Acts as the primary link between Councillors and the organisation and is responsible for aiding Councillors in developing policy and strategy. Provides leadership to staff in achieving Council objectives. Oversees the financial management of the Council. Communicates and promotes Council's policies to the community it serves.</p> <p>Business Processes: Maintain the Business Integration and Reporting System and manage production stemming from the 4 Year Delivery Plan, and 1 Year Operational Plan requirements and other subsets.</p> <p>Organisation Culture: Lead a positive change in organisational culture.</p> <p>Financial Sustainability: Provide advice to council regards financial sustainability that aligns with the IP&amp;R Framework.</p> <p>Economic Development: Strategise with Council on how to bring industries of the future, and subsequently improve the demographic spread, to our communities.</p> <p>Lifestyle Improvements: Maintain or improve the overall amenity of our towns, villages, and facilities (within budgetary constraints).</p> <p>Governance: Manage the overall governance of council as per the LG Act; business systems, policies, audits, and external parties.</p> <p>Project Management: Oversee project management disciplines and provide advice to council on risk.</p> <p>Accountability Framework: Continually develop and monitor the framework, its integration, and reporting.</p> <p>Financial Sustainability: develop both operational and strategic policies and provide advice to the council regards the avenues to improve our pre-set financial performance ratios (OLG).</p> <p>Network: Maintain currency of MRC's network with other organisations; NSW Country Mayors Association, Riverina &amp; Murray Joint Organisation, Campaspe and Murray River Councils Cross Border Committee, Local Government NSW, Cross Border Commissioner, Office of Local Government.</p>	<p>The overall focus of Human Resources is not a thing we do in the business. It is the thing that runs our business.</p> <p>HR - High Level focus areas</p> <ul style="list-style-type: none"> <li>• Recruitment and selection of all staff.</li> <li>• Retention of valuable employees.</li> <li>• Training, development, and education to promote individual success and increase the contribution to MRC of all employees.</li> <li>• Succession Planning</li> <li>• A safe and healthful working environment.</li> <li>• Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.</li> <li>• Resources for administering compensation, benefits, policies, and procedures.</li> <li>• All aspects of performance management</li> <li>• HR data and metrics</li> </ul>	<p>The team will become a one-stop-shop for all things related to the engagement and education of our community. They will also focus on communicating with the community.</p> <p>Provide an internal Community engagement service to all portfolios of Council (assist in the development and implementation of engagement plans)</p> <p>Development and delivery of community education programs across all portfolios, to schools and community groups</p> <p>Ongoing development and management of Council's Your Say platform (Community Engagement platform)</p>	<p>This is a dedicated role that supports the MRC team by working ON the Business rather than IN the business.</p> <p>The Manager Organisational Development impacts the Organisational Climate by influencing the culture and business disciplines.</p> <p>Specifically, the role will implement tools and initiatives to support the 8 business drivers of</p> <ul style="list-style-type: none"> <li>• Purpose</li> <li>• Alignment</li> <li>• Clarity</li> <li>• Trust (Empowerment)</li> <li>• Measurement</li> <li>• Manage</li> <li>• Improve</li> <li>• Celebrate.</li> </ul> <p>The role will build relationships across all areas of the MRC, working closely with Manager of Business Intelligence, Manager People, and all other leaders.</p> <p>Examples: Delivery of the Accountability Framework and on-going support</p> <p>Monthly Operational Report</p> <p>Voice Project, Surveys and Working Parties</p> <p>Navigator Implementation</p>

Accountabilities		Accountabilities		Accountabilities		Accountabilities	
SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
S	Community Engagement and Communication	B	Talent Management	B	External Communications Development & Management	B	Workforce Culture
S	Civic Events, including Elections	B	Employment Law	B	Internal Communication	B	Workforce Planning
S	Councillors	B	Training, Development and Mandatory Competencies	B	Council Branding & Corporate Image	B	Accountability Framework
S	WHS and Staff Wellbeing	B	Workcover & RTW	B	Community Engagement	B	Monthly Operating Report
S	Community Strategic Plan	B	Volunteer Program	B	Website and Intranet	B	Corporate Change Management
S	Workcover and RTW	B	Workforce Performance	B	Social Media	O	Corporate Change Management Advice and Support
S	Intergovernmental Relations	B	Onboarding and Induction	B	Community Education	O	Monthly Operating Report Deliver
S	3D Printing	B	WHS Programs	P	Strategic Planning	O	Accountability Framework
S	Emergency Management Planning and Response (LEMO)	B	Succession Planning	P	Social Media	O	Integrated Planning and Reporting
S	Human Resources	B	Staff Professional Registrations/Accreditations & Membership	P	Community Education	O	Workforce Culture
S	Workforce Initiatives	B	Employee Relations	P	Community Engagement		
B	Intergovernmental Relations	B	Recruitment and Selection	O	Your Say Website		
B	Councillors	B	Reward and Recognition	O	Community Strategic Plan		
B	Civic Events	B	Remuneration Management	O	MRC Community Stakeholder Engagement		
B	Election Coordination	B	Uniforms	O	Community Education		
B	Emergency Management Response and Planning as per Consequence Management Plans (LEMO)	B	Staff Education				
B	Mayoral Revenue Taskforce	B	Industrial Relations				
P	4 Year Strategic Plan	B	Dispute Resolution				
		B	Staff Health and Wellbeing				
		O	Staff Health & Wellbeing				
		O	Uniforms				

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Operational Plan Delivery



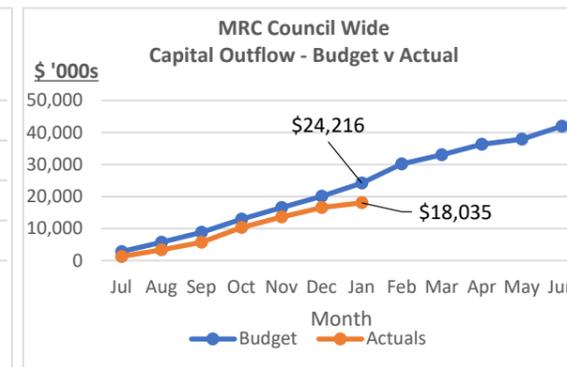
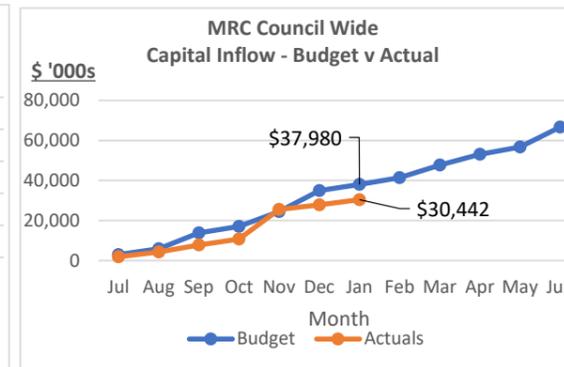
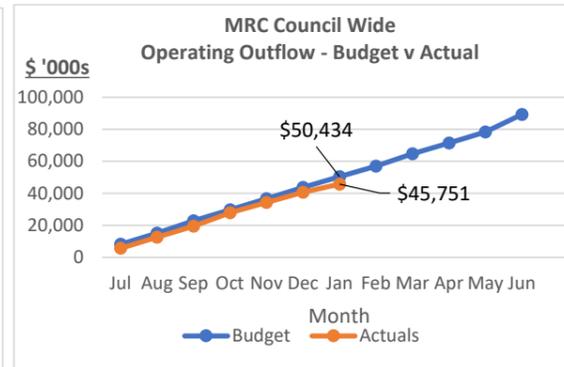
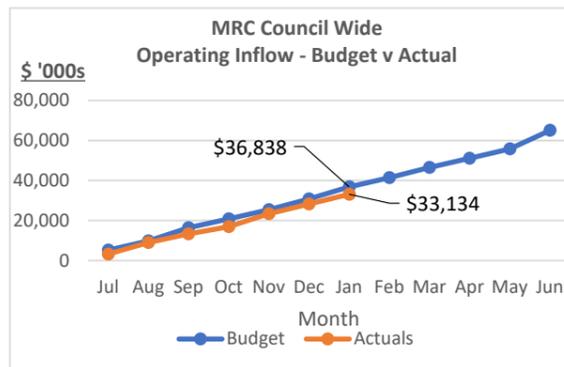
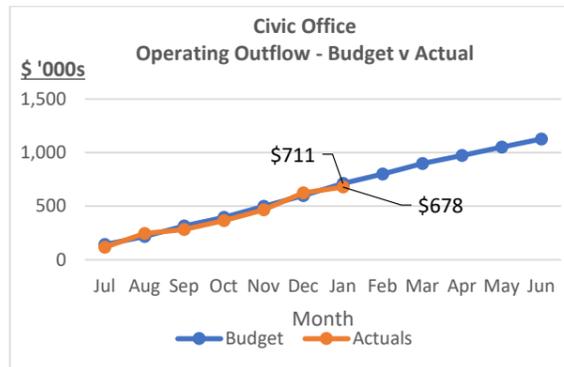
Under the 4-year Delivery Plan and the Accountabilities Framework, the Civic Office manages the Administration’s overall; corporate performance and corporate affairs; public and intergovernmental relations; media, marketing, and external communications; the reporting frameworks; community advocacy; mayoral and councillor support; the management of human capital; and business systems.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 2 – Goal 2 – Continue to be a trusted and ethical leader that leads by example</b>									
<b>2.5 – Leadership that is trusted, capable and collaborative</b>									
Develop and implement a Corporate Strategy. (S CEO)	Partner, Advocate	(DP 2.5.2) Partnering with community and businesses to achieve positive community outcomes	B: CEO O: CEO	✓	✓	✓	✓	(Refer to June 2022 MOR for 2021/2022 updates). Liaison with Campaspe Shire Council to facilitate the fifth (5th) Cross-Border Councillor Meeting which will focus on digitalisation of tourism information. Country University Campus joint project between Hay, Edward River, Berrigan, and Murray River Councils at the Federal grant application stage. There are 26 areas the Federal Government has funds to support. Not yet named. <i>Business case completed.</i> Liaison with Berrigan, Edward River Councils and GHD (NSW Gov consultancy) continues regarding the Regional Drought Resilience Plans towns project. Council attended the NSW Country Mayors (NSWCM) Association meeting, 4 August, to speak to a motion regarding NSWCM supporting MRC in our advocacy efforts to introduce legal mechanisms to reduce land banking. Council met with CUC Chair and CEO 7 Sept to show CUC through the Martin Street facility, which forms the basis of council’s grant application. Regional Drought Resilience – face to face meetings arranged in Wakool, Moulamein, and Barham. Dates TBC.	●

murray river council Monthly Operational Report – January 2024 Civic Office

	Deliver	(DP 2.5.4) Define internal and external services and responsibilities of what Councils is and is not responsible for.	B: CEO O:MCE	✓	✓			Completed 2012/2022: see CSP (with amendments).	●
<b>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community)</b>									
<b>4.5 – Indigenous Recognition</b>									
Collaborative agreements with local indigenous nations developed (S CEO)	Deliver, Partner	(DP 4.5.3) Develop and implement a Council Reconciliation Plan that increases indigenous recognition through Council practices	B: CEO P: MP O: HRC	✓	✓	✓		(Refer to June 2022 MOR for 2021/2022 updates on employment strategy and delivery). Phase 2 yet to commence. <i>Council has been engaging with Mr. Rowan Jayasuriya, COO Chief Operating Officer &amp; Acting CEO of the Yorta Yorta Nation Aboriginal Corporation during January to discuss partnering; Meninya Street. Face-to-face meetings are planned at time of writing (2-2-24). Once it is understood what the aspirations of Yorta Yorta are, and a potential alignment with the Meninya Street Precinct Plan a report will be presented to the council.</i>	●
<b>Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.</b>									
<b>7.4 – Improve Housing Affordability</b>									
Advocate for changes to BCA and Australian Standards to Permit 3D printed dwellings. (S CEO)	Deliver, Partner	(DP 7.4.1) Advocacy program undertaken to change BCA and Australian Standards to allow for 3D printing of houses.	B: CEO O: CEO	✓		✓		(Completed. Refer to June 2022 MOR for 2021/2022).	
<b>Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities</b>									
<b>7.5 – Enable Smart Agriculture</b>									
Advocate for improved connectivity (bandwidth & speed) to facilitate smart agriculture. (S CEO)	Advocate	(DP 7.5.1) Advocacy plan is developed and delivered.	B: CEO O:DCD	✓	✓	✓	✓	Council has brought to the attention of telecommunication providers the difficulty certain areas in Moama and Mathoura users are having, including advocating our needs to NSW Premier.  Further meetings with representatives from NBN’s Regional Connectivity Program and Telstra, occurred on 11 July, to advocate to improve Moulamein, Wakool, Moama, and Mathoura digital connectivity. New grant application (via Telstra) progressing.  <i>Telstra and the NBN have been successful in receiving grants for telecommunication improves across the council area in multiple locations. Both entities will be presenting to the council on the 9<sup>th</sup> of April.</i>	●
<b>Theme 7 – Goal 4 – Monitor and assess emerging global technology trends</b>									
<b>7.12 – Be prepared to leverage emerging technologies for Economic &amp; Community Development</b>									
Air Taxis (S CEO)	Advocate	(DP 7.12.1) Monitor the likely development of air taxis as an emerging mode of transportation.	B: CEO O: DCED	✓	✓	✓	✓	The Wisk company is bringing its self-flying, electric air taxis to the 2032 Olympic and Paralympic Games in Brisbane, signing a Memorandum of Understanding with the Council of Mayors Southeast Queensland (“Council of Mayors”). The two organisations will work together to introduce a safe, sustainable, and scalable autonomous air taxi service to Southeast Queensland. <i>China certified air taxis in Sept ’23 as safe. Other companies are developing their own eVTOLs, with Germany’s Volocopter aiming to have a working product available at the 2024 Paris Olympics, but EHang (Chinese company) is positioned to start commercial operations first. Huazhi Hu, chairman and CEO of EHang, said the certificate issued by the Chinese airline authority shows the vehicle is qualified for passenger flight and marks “a significant chapter in civil aviation history”. On 17 Oct, ’23 it was reported that Dr Tony Webber, CEO of Airline Intelligence and Research, said he believes Australia will have businesses operating vertical flight transport within two years.</i>	●
Autonomous Vehicles (S CEO)	Partner, Advocate	(DP 7.12.2) Ensure funding is available as and when required for new infrastructure to facilitate Autonomous Vehicles (AV).	B: CEO O:MF			✓	✓		
	Deliver	(DP 7.12.3) Develop a Promotion and Advocacy Strategy for Autonomous Vehicles to deliver when required	B: CEO O:MPFS			✓	✓		

**PART C: Financial Outcomes**



**PART D: Project Status**

The 'Sustainable MRC' project is progressing. Adjustment of service levels and operational expense is being assessed which will then be presented to the council for determination and instruction.

**PART E: Business as Usual**

The most concerning issue facing local government at present is the review by IPART into local government financial sustainability. There is ALWAYS an ulterior motive behind any investigation, survey, or talk-fest. My fear is that, just like the two previous sustainability investigations\*, the government will cherry-pick the recommendations that suit, and anything that's a bit damning it will whitewash. (\*'LG Grants commission Report (1977)', and the 'Inquiry into the financial Sustainability of NSW Local Government (2006)').

The ONLY recommendation adopted and seriously pursued from both enquiries was 'greater resource sharing,' which precipitated the Fit-For-The-Future audit, amalgamations, and finally compulsory membership of Joint Organisations. The latter two not delivering the savings heralded by the government of the day.

murray river council Monthly Operational Report – January 2024 Civic Office

**LG Grants Commission Report (1977)**

- the property tax is an inadequate source of revenue to meet all the demands to provide services that extend far beyond those relating to property
- increasing trend for communities to look to their councils to provide a range of social, cultural and recreational services that are far in excess of what a rate on land can support
- Government foreshadowed intention to pay rates on certain crown lands
- introduced per capita component to ensure all councils received FAG (min 30%)

**Inquiry into the Financial Sustainability of NSW Local Government (2006)**

- relationship with higher tiers of government
- huge backlog in infrastructure renewals
- devolved government social and environment agenda
  - no or low \$ recompense (cost shifting)
- expectations of higher standards of service, and public assets, that people increasingly demand of their councils
  - retirees moving to coastal and inland regional centres
  - sea- and tree-changers used to city standards
- maintaining existing service commitments, yet manage huge infrastructure bill
- rural councils will only survive with increased grant funding
- constraints on rate income
- restoring public faith in the development control process
- overcoming skills shortages
- greater resource sharing
- tools such as performance benchmarking

The Terms of Reference mentions budgeting... Council's haven't got an issue with budgeting; our issue is with income. Commonly referred to by Katrina Humphries (former mayor of Moree Plains and NSW Country Mayors Chair), as 'financial asphyxiation by stealth.'

Moreover, the last thing we need, is more red tape which will add, not subtract, from our woes. (E.g. The two major changes to the Internal Audit and Risk Committee - cost escalation since 'Botany' (theft of millions by their CFO) and other councils erred and the subsequent Government overreaction.) The sleight of hand that occurred with the loss of the 1.6% normalisation figure (with the rates cap) between IPART's 'draft' and the final report and subsequent adoption doesn't give me much faith.

Council has sought the assistance from Local Government NSW to advocate on our behalf. In addition, council has written to the Chair-of-Chairs of the Joint Organisations of Councils (thirteen Joint Organisations) and a representative on the Board of Local Government NSW. All three agree with council's sentiments.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
			●●●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
				●●●

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Mayoral Minute - That the vacant Line Road property be advertised for agistment	020124	RESOLUTION 020124 Moved: Cr Frank Crawley	Crawley, Frank

	Secoded: Cr Geoff Wise  That council consider that the Line Road (Murray River Energy) land, currently vacant be advertised for agistment or cropping, with provisions included to terminate the lease should the land be sold.	<b>CARRIED</b>
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Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Correspondence Report	<a href="#">140124</a>	<b>RESOLUTION 140124</b>  Moved: Cr Neil Gorey  Secoded: Cr Kron Nicholas  That the Correspondence Report be received and the information noted by the Council.	Leyonhjelm, Lindy
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Sundry Delegates Report	<a href="#">150124</a>	<b>RESOLUTION 150124</b>  Moved: Cr Kron Nicholas  Secoded: Cr Ann Crowe  That the Sundry Delegates Report of the Mayor and Councillors for the period 1 December 2023 through to 31 December 2023 be received and the information noted by the Council; and reasonable out of pocket expenses be met by Council.	Leyonhjelm, Lindy
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Submissions to LGNSW Annual Conference & ALGA National General Assembly	<a href="#">060124</a>	<b>RESOLUTION 060124</b>  Moved: Cr Neil Gorey  Secoded: Cr Ann Crowe  That Council consider motions for submission to the Australian Local Government Association (ALGA) conference being held in Canberra from 2 – 4 July 2024 and the LGNSW Conference.	Leyonhjelm, Lindy
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Confirmation of Minutes - Ordinary Meeting held on 12 Dec 2023 of Murray River Council	<a href="#">010124</a>	<b>RESOLUTION 010124</b>  Moved: Cr Ann Crowe  Secoded: Cr Geoff Wise	Leyonhjelm, Lindy

	<p>That the minutes of the Ordinary Meeting of Murray River Council held on 12 December 2023 be confirmed as a true and correct record.</p> <p style="text-align: right;"><b>CARRIED</b></p>
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Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Resolutions of the Council - Resolution Tracker & InfoCouncil Action Reports	<a href="#">030124</a>	<p><b>RESOLUTION 030124</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That the Council resolve to receive and note the status of previous resolutions of Council (in open and closed Council) contained in the Monthly Operation Report including the Resolution Tracker Reports.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Leyonhjelm, Lindy

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Notice of Motion - Masterplan Murray Downs and Moulamein	<a href="#">170124</a>	<p><b>RESOLUTION 170124</b></p> <p>Moved: Cr Ann Crowe</p> <p>Seconded: Cr Thomas Weyrich</p> <p>That Murray River Council allocate a budget for the purposes of constructing a Masterplan for Murray Downs and a main street redevelopment plan for Moulamein and Mathoura in this year's coming budget 2024/25.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Crowe, Ann

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Monthly Operational Report	<a href="#">070124</a>	<p><b>RESOLUTION 070124</b></p> <p>Moved: Cr Ann Crowe</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Monthly Operational Report as of November 2023 be received and the information noted by the Council.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Dean, Courtney

Meeting	Subject	Resolution Number	Resolution	Officer
Council 12/12/2023	Recommendation for the sale of 31 Gwynne Street, Moulamein.	<a href="#">241223</a>	<b>RESOLUTION 241223</b>	Godfrey, Chris

murray river council Monthly Operational Report – January 2024 Civic Office

Moved: Cr Neil Gorey  
 Seconded: Cr Dennis Gleeson  
 a. That Murray River Council (Council) resolve to authorise the Chief Executive Officer (CEO) to undertake the necessary activities, including the entering into and signing the required contractual arrangements and if required, affixing the Council Seal, to sell the land identified as Lot 11 DP 815203 and attached residential building (the property), through an open market approach of Auction or Competitive Direct Sale, as suggested in attached Valuation Report.  
 b. That the net proceeds be put in a restricted reserve called Land Disposal and Purchase Reserve.  
**CARRIED**

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Notice of Motion - Discussion to split LGNSW to Shires Association of NSW & Local Government Association of NSW	<a href="#">160124</a>	<p><b>RESOLUTION 160124</b></p> <p>Moved: Cr Thomas Weyrich                      Seconded: Cr Neil Gorey</p> <p>That Council advocate through RAMJO, NSW Country Mayors, and other local government entities, to demerge from the Local Government NSW association reverting to the Shires Association of NSW and Local Government Association of NSW to allow rural issues to be represented to government more robustly.</p> <p><b>CARRIED</b></p>	Weyrich, Thomas

Council resolutions outstanding outside 3 months

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

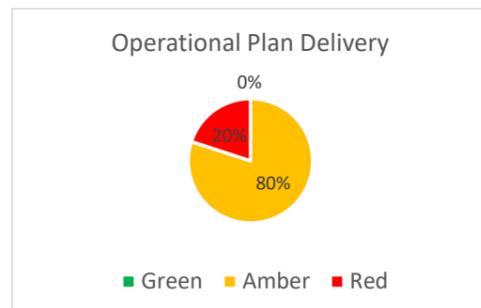
**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

*The IPART inquiry into local government financial sustainability brings **significant risks and opportunities**. Based on the actions of previous governments after the exact same enquiries (1977 and 2006), the risk is that the government has ulterior motives. This was evidenced post the 2006 enquiry where the only recommendation (seriously) adopted was 'greater resource sharing,' which precipitated the Fit-For-The-Future audit, amalgamations, and finally compulsory membership of Joint Organisations. The latter two not delivering the savings heralded by the government of the day.*

PART A: Section Accountabilities and Team Roles

Manager Community Engagement – Zoe Croft		Communications Coordinator	
<p>The team will become a one-stop-shop for all things related to the engagement and education of our community. They will also focus on communicating with the community.</p> <p>Provide an internal Community engagement service to all portfolios of Council (assist in the development and implementation of engagement plans)</p> <p>Development and delivery of community education programs across all portfolios, to schools and community groups</p> <p>Ongoing development and management of Council’s Your Say platform (Community Engagement platform)</p> <p>Schools &amp; community education program delivery – What waste goes where (kinder program)</p> <p>Development and assistance with implementation of Community Engagement Plans (FOGO kerbside collection rollout)</p> <p>Assist with development of Community Strategic Plan.</p>		<p>The coordinator is responsible for communicating with our community.</p> <p>Provide an avenue for all media enquiries (internal and external)</p> <p>Communication support to all portfolios including collateral development (graphic design), and engagement/information campaign development (social media/media releases/surveys etc)</p> <p>Development of speeches as required</p> <p>Development and management of Councils Website</p> <p>Media releases</p> <p>Website development</p> <p>Social media posts</p>	
Accountabilities		Accountabilities	
<i>SBPO</i>	<i>Accountability</i>	<i>SBPO</i>	<i>Accountability</i>
B	Community Strategic Plan	P	External Communications
B	External Communications Development & Management	P	Website Development
B	Internal Communication	P	Election Communications
B	Council Branding & Corporate Image	P	Branding and Corporate Image
B	Community Engagement	P	Internal Communications
B	Website and Intranet	O	Corporate Advertising
B	Social Media	O	Council Branding and Corporate Image
B	Community Education	O	Internal Communication
P	Stakeholder Engagement for Strategic Planning	O	External Written Communication
P	Social Media Development	O	Community Newsletter
P	Community Engagement	O	Council Publications internal printing services
P	Community Education	O	MRC Social Media
O	Your Say Website	O	MRC Media Management
O	Community Strategic Plan	O	MRC Website
O	MRC Community Stakeholder Engagement		
O	Community Education		

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



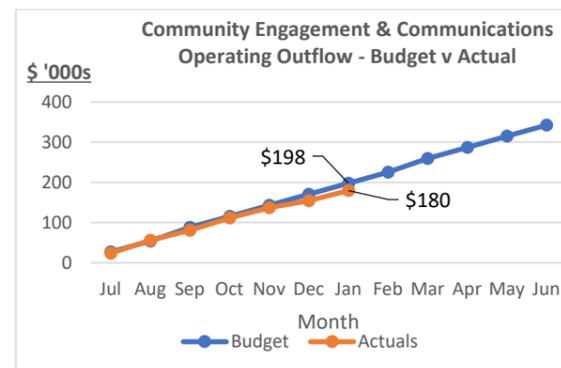
Under the 4 year Delivery Plan, the Community Engagement and Communication Section relates to: community engagement, community and schools education, branding, marketing and general communications. The Office of the CEO directly oversees the delivery of these outcomes

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
<b>Theme 1 – Goal 4 - Increased awareness and education for environmental sustainability</b>									
<b>1.8 – Develop an education program focusing on Council Services</b>									
Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities.  (S CEO)	Deliver, Partner	(DP 1.8.1) Develop an education program focusing on Council service - Sustainability - Rare and Endangered species	B: MCE P: MCE O: MCE		✓	✓	✓	Oct – preparation work began on the SRV application and community education and engagement program. Sust MRC program continued with internal staff training. Aug - Sustainable MRC project public launch occurred in Murray Matters (Aug 2023 edition). Project is being soft launched due to longevity of project. Focus will be on terminology education until the end of 2023, before further information about surplus asset disposal to be released approx. March 2024. Jul - Initial preparation for the Working towards a Sustainable MRC project have begun (video, launch for all staff at training day, YourSay Page). Public launch of project to occur in August	●
	Deliver, Partner	(DP 1.8.2) Develop an education program focusing on Council service - Water efficiency, Water Security and impacts on source water	B: MCE P: MWS O: MCE	✓	✓	✓	✓	Oct – Booking for Term 1 2024 for Water efficiency program (Moama Preschool). Sept – Using Water Wisely education session undertaken at Insight Early Learning Preschool (Moama)	●
	Deliver	(DP 1.8.3) Develop an education program focusing on Council service - Sewer systems	B: MCE P: MWS O: MCE				✓		
	Deliver	(DP 1.8.4) Develop an education program focusing on Council service - FOGO, Waste and Recycling	B: MCE P: MWC O: MCE	✓	✓	✓	✓	Oct – Booking for Term 1 2024 for What Waste Goes where program (Moama Preschool). Sept – What Waste Goes Where education session undertaken at Mathoura Preschool Aug – What Waste Goes Where education session request received from Mathoura Preschool – session to be undertaken in Sept 2023. Moama Landfill Cell 5 project update on website Jul - Results of FOGO audit provided ot community – updated education on Food waste in green bin not red bin	●
	Deliver	(DP 1.8.5) Develop an education program focusing on Council service - Illegal activities	B: MCE P: MWC O: MCE	✓	✓	✓	✓	Sept – Fire Hazard Reduction Program rolled-out for 2023 – ref MOR19 for further details.	●
	Deliver, Partner	(DP 1.8.6) Develop an education program focusing on Council service - Weeds and biosecurity	B: MCE P: PGOSB O: MCE	✓	✓	✓	✓	Oct – additional Boxthorn education sessions provided by Biosecurity Team – ref MOR18 for furhter details. Sept – Boxthorn education session provided by Biosecurity team – ref MOR18 for further details. Jul - Joint training session held to upskill NSW National Parks team relating to invasive weeds – ref MOR18 for further details	●
	Deliver	(DP 1.8.7) Develop an education program focusing on Council service - Geospatial	B: MCE P: MSA O: MCE				✓		
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.6 – Improve externally provided information and communication.</b>									
Further develop and enhance public communication materials.  (S CEO)	Deliver	(DP 2.6.1) Update and improve external community information pathways including - Website and online webforms - Your Say Portal - Use community noticeboards - Mobile library	B: MCE P: CC O: MCE	✓	✓	✓	✓	Aug – updates on website – updated pdf bill (in new bill format), updated information relating to new billing system Jul - Website updates – new billing system, Mobile Library calendar. <i>Jan – requested by community during Boil Water Advisory better notification to community member via SMS or email. Under investigation</i>	●

murray river council Monthly Operational Report – January 2024 **Community Engagement and Communication**

		<ul style="list-style-type: none"> <li>- Increase online and offline event frequency to communicate and drive outcomes</li> <li>- Snap Send Solve</li> <li>- Continue digitisation of externally available services</li> </ul>							
	Deliver	(DP 2.6.2) Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council's Community Engagement Framework)	B: MCE P: CC O: MCE	✓	✓	✓	✓	Ongoing development of website, flyers, social media posts to ensure they incorporate plain english and graphics to assist with readability.	●
	Deliver	(DP 2.6.5) Upgrades to the MRC website to include <ul style="list-style-type: none"> <li>- Web-based payment options</li> <li>- Interactive mapping of foot and cycle paths</li> <li>- Community directory</li> <li>- Move to more paperless documentation (online signing/ portal)</li> </ul>	B: MCE P: CC O: CC			✓		Web-based payment being investigated currently (July 2023)	
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
2.8 – Community and Council collaboration									
Increased interaction with Communities. (S CEO)	Deliver	(DP 2.8.1.) Review and update Councils Community Engagement Framework. <ul style="list-style-type: none"> <li>- Plan to increase face to face engagement with communities</li> <li>- Provide updates on CSP and Delivery Program implementation</li> <li>- Council meetings being held in various locations across the region</li> <li>- Meet the Council events (staff and councillors).</li> </ul>	B: MCE P: MCE O: MCE	✓	✓			Dec – Report was received by Council at the Dec 2023 Council meeting. Updated DP to be produced and will be placed online during Jan 2024. Nov – Amendments to the Delivery program for the 2023-24 FY were submitted for review at the Oct 2023 Council meeting – amendments are currently on display with a report due outlining the findings to Council in Jan 2024.  DP implementation reported monthly via MOR reports from Business Unit Managers.  Community Engagement Strategy and Policy revised and adopted by Council (April 2023). Ongoing development of options to increase engagement being investigated.	●
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
2.9 – Community Engagement Framework									
Further development and implementation of Councils Community Engagement Framework. (S CEO)	Deliver	(DP 2.9.1) Review and update the existing Community Engagement Framework ensuring the framework is embedded into Council's operations	B: MCE P: MCE O: MCE	✓	✓	✓	✓	Councils Community Engagement Policy and Strategy updated draft versions were submitted to Council's February 2023 meeting. The documents were placed on public display for review and public comment as per the requirements of the IP&R Framework. No comments were received.  Community Engagement Plans and Communication Plans are embedded into Council's Project Management Framework. Further training will be undertaken across Council. More Project Managers are using the plans.	●
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
2.10 – Community Engagement Toolkit									
Further development and implementation of Councils Community Engagement Toolkit. (S CEO)	Deliver	(DP 2.10.1) Develop overarching engagement toolkit and implement engagement tools into Council processes	B: MCE P: MCE O: MCE	✓	✓	✓	✓	Ongoing discussions have been held internally to look at the requirements of the toolkit and formats of tools to support staff to implement. Discussion and template development are ongoing. <ul style="list-style-type: none"> <li>- Bridge Lift template – change of public notification process to ensure no private information released to public.</li> <li>- Road works or Road based emergency notifications template</li> <li>- Water planned works template</li> <li>- Emergency Water outage template</li> <li>- Sewer works template</li> <li>- Recruitment Pull up banners template for display</li> <li>- MRC Internal Engagement Activities Logistics and Equipment Plan Template</li> </ul>	●

## PART C: Financial Outcomes



## PART D: Project Status

**Working Towards a Sustainable MRC**

This project follows on from the Revenue Task Force and Land and Buildings Asset Rationalisation Projects which were completed in March 2023 – Stage 1 project closure and hand over to Stage 2 noted in August 2023 MOR11 Strategic Assets. The main reporting tool for this project will be within MOR26 (from September 2023 reporting period). The project status noted here will directly relate to the communications and community engagement elements of the project. The project is known internally as the Sustainable MRC or Sust MRC project.

Project timeline (Comms and Engage)

April – July 2023 – assist with the development of the Sustainable MRC cartoon video. External service provider to complete the video and voice over. MRC to provide baseline information for script and ideas for imagery. Development of the project page on Your Say Murray River.

27 July 2023 – introduction of the Working Towards a Sustainable MRC project to All Staff (at the All-Staff training day). A3 flyer provided to all staff outlining the story and key information points.

August 2023 – ongoing information sharing with All Staff, input sought from All Staff for development of Frequently Asked Questions (FAQ's), development of FAQ's (to be publicised Sept 2023). Creation of business cards for All Staff to provide to community members to assist with education of the project (to be distributed September 2023).

September 2023 - ongoing information sharing with All Staff, face-to-face education sessions held across the business (Moulamein, Barham, Moama) to upskill staff about the Sustainable MRC project, what the history is, what the next steps are, understanding of confidentiality and timeliness of information to be released to the public.

October 2023 - ongoing information sharing with All Staff, face-to-face education sessions held across the business (Moama, Mathoura,) to upskill staff about the Sustainable MRC project, what the history is, what the next steps are, understanding of confidentiality and timeliness of information to be released to the public.

November 2023 – no communication materials developed as SRV project was the focus. Project will resume in early 2024. Working with internal Business Units to identify further projects which will directly link and integrate with Sust MRC project.

December 2023 – internal project managers meeting held to ensure alignment of several ongoing major projects including S355 committees, Parks and Open Space Strategy, Building Strategy, Asset Management Strategy.

January 2024 – internal discussions held with MRC Executive Team to ensure alignment of project outcomes and timeframes.

**MRC Financial Sustainability Project (SRV)**

This project is looking at the long-term sustainability of Council and the investigation of a Special Rates Variation (SRV). The project status and progress will be reported by the CEO monthly, with the project status noted here only being directly related to the Communications and Community Engagement elements of the project.

Project timeline (Comms and Engage)

September 2023 – The project timeline was accelerated. Initial communication methods and process were determined, a Focus Group EOI was developed and will be actioned during October 2023.

October 2023 – Development of the background information for Focus Groups (group is being developed to determine language to be used and information to be shared not to determine if an SRV is required) and base information for YourSay.

November 2023 – First round of Focus Groups held in Barham, Moama and Tooleybuc (background information provided – no information provided on options for SRV – future meeting content). Good turnout of group members at Moama and Barham, no members present at Tooleybuc. Behind the scenes development of SRV YourSay Page, letters, flyers, general communication materials, online calculator. Began development of information for Second Round Focus Group sessions.

Meeting with Federation Council to understand their SRV journey and provide communication and engagement insights to be aware of.

15 November 2023 – 5.2.1 Application for a Special Rates Variation motion for resolution top commence community consultation at Extraordinary Council meeting - Motion was lost, Foreshadowed Motion Lost. No further action on this project at this time. Cancellation of future Focus Group sessions. No issue of Your Say Page or any other communication material.

December 2023 – tidy up and record keeping for engagement done to date – information available for future release if required.

**PART E: Business as Usual**

Campaigns run during the month	Comments																																																												
Campaigns	<ul style="list-style-type: none"> <li>Customer Service – Barham customer Service interruption,</li> <li>Road closure / Road Works – Webb Road, Cobb Highway (Moama to Mathoura)</li> <li>Waste - Temporary closures / changes to opening hours: All sites for New Yeas Day, Barham landfill, Moulamein Landfill, kerbside collection calendar and Find my Bin day tool, possible kerbside changes due to wet weather, no kerbside changes on Australia Day</li> <li>Storm Damage and Minor Flooding occurred in Moama – stormwater backed up due to amount fo rain that fell, damaged trees and fallen branches</li> <li>Parks and Gardens – Moama Beach Closed, Moama Wharf damage, Removal of assets due to increasing river levels,</li> <li>High Water Event – Murray River level comparisons</li> <li>Sust MRC – general information, introduction of reduction of face to face services, cartoon video,</li> <li>Moama Torrumbarry Flood Study and Risk Management Plan – consultation</li> <li>Australia Day awards and events</li> <li>Compliance –Yabby Trap Round Up,</li> </ul>																																																												
Collateral and promotional material	<ul style="list-style-type: none"> <li>Continue work on Sustainable MRC project (working /internal title for project) – Working towards a Sustainable MRC (public title of project) – See above Project Status.</li> </ul>																																																												
Proactive Media Outreach (media releases / interviews / advertisements / social media posts)	<ul style="list-style-type: none"> <li>79 social media posts</li> <li>5 media releases</li> <li>2 fortnightly update features /Mayor columns</li> </ul>																																																												
MRC website	<p><i>Covering period: January 1 – January 31, 2024</i></p> <p><i>Users: 6,500</i></p> <p><i>Average engagement time of users: 1 minute</i></p> <p><i>Total overall page views: 20,551</i></p> <p><i>Top 10 ranked page views for the month:</i></p> <table border="1"> <thead> <tr> <th>Page title and screen class</th> <th>↓ Views</th> <th>Users</th> <th>Views per user</th> <th>Average engagement time</th> </tr> </thead> <tbody> <tr> <td></td> <td>20,551 100% of total</td> <td>6,452 100% of total</td> <td>3.19 Avg 0%</td> <td>1m 01s Avg 0%</td> </tr> <tr> <td>1 Home Murray River Council</td> <td>3,108</td> <td>1,811</td> <td>1.72</td> <td>26s</td> </tr> <tr> <td>2 Moama Boil Water Advisory - 19 January 2024 Murray River Council</td> <td>1,416</td> <td>729</td> <td>1.94</td> <td>51s</td> </tr> <tr> <td>3 Search results Murray River Council</td> <td>1,119</td> <td>500</td> <td>2.24</td> <td>39s</td> </tr> <tr> <td>4 Current vacancies Murray River Council</td> <td>701</td> <td>408</td> <td>1.72</td> <td>17s</td> </tr> <tr> <td>5 Find my bin day Murray River Council</td> <td>661</td> <td>414</td> <td>1.60</td> <td>55s</td> </tr> <tr> <td>6 Transfer stations and landfill sites Murray River Council</td> <td>552</td> <td>357</td> <td>1.55</td> <td>30s</td> </tr> <tr> <td>7 Careers Murray River Council</td> <td>473</td> <td>288</td> <td>1.64</td> <td>8s</td> </tr> <tr> <td>8 Contact Us Murray River Council</td> <td>459</td> <td>341</td> <td>1.35</td> <td>22s</td> </tr> <tr> <td>9 Waste and recycling Murray River Council</td> <td>403</td> <td>235</td> <td>1.71</td> <td>25s</td> </tr> <tr> <td>10 Agendas and minutes Murray River Council</td> <td>374</td> <td>85</td> <td>4.40</td> <td>56s</td> </tr> </tbody> </table>	Page title and screen class	↓ Views	Users	Views per user	Average engagement time		20,551 100% of total	6,452 100% of total	3.19 Avg 0%	1m 01s Avg 0%	1 Home Murray River Council	3,108	1,811	1.72	26s	2 Moama Boil Water Advisory - 19 January 2024 Murray River Council	1,416	729	1.94	51s	3 Search results Murray River Council	1,119	500	2.24	39s	4 Current vacancies Murray River Council	701	408	1.72	17s	5 Find my bin day Murray River Council	661	414	1.60	55s	6 Transfer stations and landfill sites Murray River Council	552	357	1.55	30s	7 Careers Murray River Council	473	288	1.64	8s	8 Contact Us Murray River Council	459	341	1.35	22s	9 Waste and recycling Murray River Council	403	235	1.71	25s	10 Agendas and minutes Murray River Council	374	85	4.40	56s
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murray river council Monthly Operational Report – January 2024 **Community Engagement and Communication**

<p>Projects active on Your Say Platform</p>	<p>Visits to the portal will vary month to month depending on the number of projects which are live and the communities' level of interest in the topic/s. On months with small project numbers, smaller projects or projects that have been online for an extensive period of time, it is expected that visits to the portal will be down.</p> <p>Projects live during November were</p> <ul style="list-style-type: none"> <li>• Working towards a Sustainable MRC (set as the lead project on the landing page – minor text update)</li> <li>• Barham Water Pressure (project update provided)</li> <li>• Koraleigh Raw Water Pipeline installation (project update provided)</li> <li>• River Country Art Trail (project update provided)</li> <li>• Meninya Street Upgrade</li> <li>• Housing Strategy</li> <li>• Moama Preschool</li> <li>• Economic Development and Tourism Strategy (project page updated)</li> <li>• Murray River Council Arts and Culture Strategy</li> <li>• Employment Lands Strategy</li> <li>• Moulamein roads and footpath upgrades</li> <li>• MRC Customer Experience Strategy</li> </ul>	<table border="1"> <caption>Your Say Murray River Page Views v Projects live</caption> <thead> <tr> <th>Month</th> <th>Total Visits</th> <th>Projects Live</th> </tr> </thead> <tbody> <tr><td>July</td><td>500</td><td>11</td></tr> <tr><td>August</td><td>555</td><td>11</td></tr> <tr><td>September</td><td>411</td><td>11</td></tr> <tr><td>October</td><td>642</td><td>13</td></tr> <tr><td>November</td><td>522</td><td>13</td></tr> <tr><td>December</td><td>675</td><td>12</td></tr> <tr><td>January</td><td>614</td><td>12</td></tr> <tr><td>February</td><td></td><td></td></tr> <tr><td>March</td><td></td><td></td></tr> <tr><td>April</td><td></td><td></td></tr> <tr><td>May</td><td></td><td></td></tr> <tr><td>June</td><td></td><td></td></tr> </tbody> </table>	Month	Total Visits	Projects Live	July	500	11	August	555	11	September	411	11	October	642	13	November	522	13	December	675	12	January	614	12	February			March			April			May			June		
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**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
			● ● ●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
				● ● ●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.**

Continuing review of various projects and how they align with Sustainable MRC.  
 Great teamwork between Water & Sewer, Customer Service and Community Engagement Teams during the Boiled Water Advisory. Information flowed between the teams making updates to the community easier and consistent.  
 Great communication between Outdoor Teams in Moama and Community Engagement Team during 02 Jan storm event. Clear and early communication allowed for community messaging to be undertaken and reduction in amount of calls to the team on the ground.

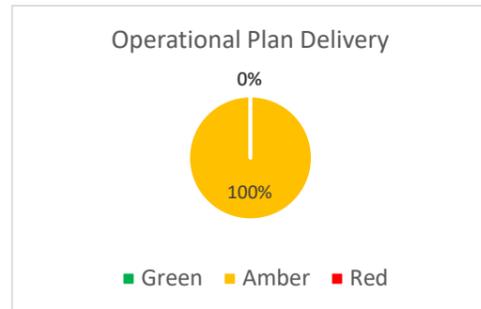
**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

Great team work between Water & Sewer, Customer Service and Community Engagement Teams during the Boiled Water Advisory.  
 Great team work between Outdoor Teams in Moama and Community Engagement during 02 Jan Storm Event.

**PART A: Section Accountabilities and Team Roles**

Manager of HR and Safety – Marnie Rowden	HR Coordinator – currently Vacant	HR Admin Officer – Beck White	WHS Specialist – Rob Redzepi																																																																																																																																																																																																															
<p>The overall focus of Human Resources is not a thing we do in the business, it is the thing that runs our business. HR - High Level focus areas:</p> <ul style="list-style-type: none"> <li>Recruitment and selection of all staff.</li> <li>Retention of valuable employees.</li> <li>Training, development, and education to promote individual success and increase the contribution to MRC of all employees.</li> <li>Succession Planning</li> <li>A safe and healthy working environment.</li> <li>Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.</li> <li>Resources for administering compensation, benefits, policies, and procedures.</li> <li>All aspects of performance management</li> <li>HR data and metrics</li> </ul>	<p>Providing support to the Manager People in the facilitation of all key HR functions and programs and assume responsibility for Manager People in their absence.</p>	<p>Assisting the HR Coordinator in all aspects of Human Resources.</p>	<p>Maintain Work Health &amp; Safety for employees, manage safety systems, including surveillance of staff, training testing and compliance. Ensure compliance against legislative requirements, Coach and Mentor Strengthen Safety Culture process and systems for MRC Mangers &amp; Supervisors.</p>																																																																																																																																																																																																															
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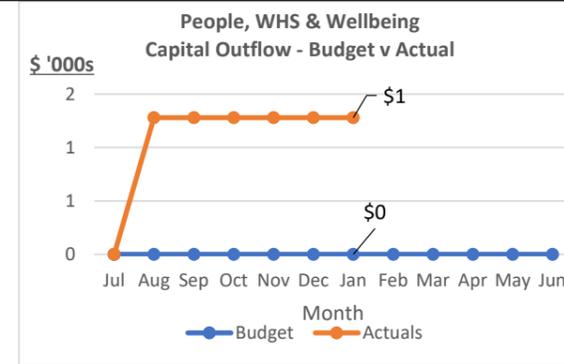
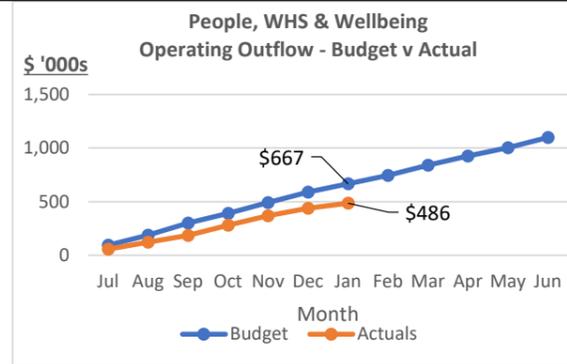
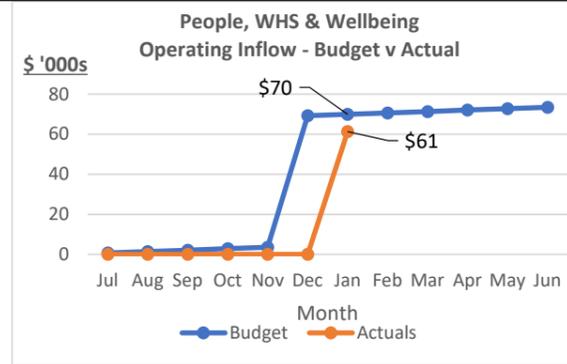
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4-year Delivery Plan, the Human Resource Unit relates to the full life cycle of employees. The Office of the CEO directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example</b>									
2.5 – Leadership that is trusted, capable and collaborative									
Review and enhance our values and behaviours within Council. (S CEO)	Deliver	(DP 2.5.5) MRC values and behaviours to become an integral part of the staff performance appraisal process.	B: MHR&S P: MHR&S O: MHR&S	✓				Completed as part of our new Performance Review Process in June 2023. Focus on both the what we do(tasks/outputs/performance) and also the how we do it. (values/attitudes and behaviours)	●
<b>Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).</b>									
4.7 – To attract quality staff to service community demands.									
To attract quality staff to service community demands. (S CEO)	Deliver	(DP 4.7.1) Investigate RDA Riverina's 'Country Change' program to attract new residents	B: MHR&S P: O:	✓	✓			RDA program has changed, and further investigations required. RDA Riverina have received additional funding from Transgrid to expand the Country Change program. RDA Riverina have contracted RDA Murray to bring 5 Murray Region partners on board by the end of 2023. Murray River Council is on the list of possible partners. RDA Murray will be engaging with MRC in the coming month regarding next steps. Concurrently, the Country Change program is undergoing a rebrand.	●
	Deliver	(DP 4.7.2) Actively recruit for specific roles within Council to service community demands and requirements	B: MHR&S P: O:	✓	✓	✓	✓	Ongoing – recruitment campaign in action. Participated in Community Connection Forum targeting strategies to attract and retain workforce. MRC will participate in the working group, established to benefit the Murray River and Campaspe regions.	●
<b>Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).</b>									
4.8 – Developing future leaders .									
Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program . (S CEO)	Deliver	(DP 4.8.1) Redevelopment and ongoing review of MRC recruitment and advertising program	B: MHR&S P: O:	✓	✓	✓	✓	New pull up recruitment banners located at MVBC, Moama Office, MBC, Barham office, Barham Hub	●
	Deliver	(DP 4.8.2) Developing future leaders' program – Emerging leaders certificate (internal program as well as looking at cadet, work, trainee, school, apprenticeships etc)	B: MHR&S P: O:	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Partnership with MEGT has been completed to manage our Apprenticeship &amp; Traineeships.</li> <li>2024 will see the commencement of 2 x School Based Apprenticeships – 1 x Moulamein and 1x Mathoura.</li> <li>Professional Development - discussions underway for implenting an Emerging Leadership Program.</li> <li>Development of a Learning and Development Framework for all employees.</li> </ul>	●

**PART C: Financial Outcomes**



**PART D: Project Status**

**HR Module – TechOne**

- Core focus within first half of 2024 – will be assisted by Melissa Fergusson.
- Ongoing - Discussions held with Director of Corporate Services on the possibility of fast-tracking e-recruitment priority as well as automated staff increases.
- HR module to be placed on hold to concentrate on the implementation of e-recruitment.

**Training and Development – ongoing**

- Ongoing - Manager HR & Safety in discussions re: Emerging Leadership Program. Time2Talk is the preferred training provider.
- Mental Health First Aid training
- New policy and procedure has been drafted and is out for review.
- Skills analysis for depot staff is underway.

**Annual Performance Reviews**

- Performance Reviews for all staff to be finalised.

**Policy & Procedure Review**

- Manager of HR & Safety commenced review / rewrite of all HR policies and procedures.
  - Employee Performance Management and Disciplinary Process out for review and feedback.

**WHS Document/Systems Reviews:**

- WHS procedure development ongoing
- WHS Strategy to be drafted

**PART E: Business as Usual**

**Staff Updates (including internal changes)**

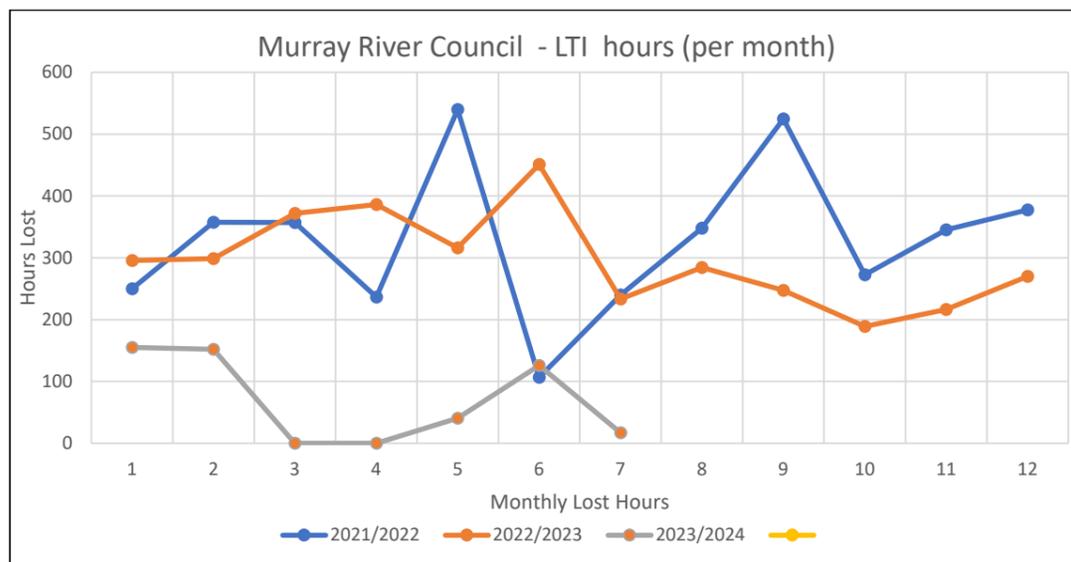
Offboarded: 4  
 Onboarded: 2  
 Internal staff changes 2 x (promoted to Works Superintendents)

	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24
<b>Offboarded</b>	2	0			1		2					
<b>Onboarded</b>	5	6			1	2	3					
<b>Internal movement</b>	1	1					2					

Internal movement was a change of department.

**PART F: Service Metric**

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
05/02/24 People & Culture	Turnover of staff in critical roles	Backfilling roles through Local Govt NSW, and other consultants.	Task – Develop a succession plan for critical positions Task – Identify changing profile and needs of Council employee through developing a workforce plan Task – Identify employment incentives for attraction and retention of professionals Task – Review reasons for people leaving Council from exit questionnaire and develop action plan.	●
05/02/2024 People & Culture	Skilled Workforce – Difficulty in attracting and retaining skilled / qualified staff. Employees using MRC stepping stone to more preferred locations or pay increases.		Creating a workplace that people desire to spend employed longer in, often called Employer of Choice, is fundamental. The staff culture improvement project (called the VOICE Project) will assist. (Being delivered in Office of The CEO – ‘Civic’).	●



Incidents	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	TOTAL
Injury to Employee	2				3		3						8
Injury to 3 <sup>rd</sup> Party				1									1
Property Damage Council	1	2	2	1	2	2	3						13
Property Damage 3 <sup>rd</sup> Party	1				1		1						3
P&E Council	7	8	10	13	9	7	3						57
P&E 3 <sup>rd</sup> Party													
Hazard Identified		56	1	3	1								61
Near Miss/ Other	2	2	2		3		1						10
TOTAL	13	68	15	18	19	9	11						153

2024 Action Plan:

Date Updated	Risk Details	Required	Required Actions	
Jan 24	Implement & update Internal WHS procedures	<ul style="list-style-type: none"> <li>Managing Psychosocial hazards Procedure</li> <li>Electrical Inspection Test &amp; Tagging Procedure</li> <li>Event Risk management Procedure</li> </ul>	<ul style="list-style-type: none"> <li>Draft, Consult &amp; implement Procedure into existing processes – <b>IN PROGRESS</b></li> <li>Draft, Consult &amp; implement Procedure into Fatigue Management – <b>Completed</b></li> <li>Draft, Consult &amp; implement Procedure into existing processes - <b>Drafted</b></li> <li></li> </ul>	● ● ●
Jan 24	High Risk Construction	<ul style="list-style-type: none"> <li>Construction process and documentation of all works and projects - Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Develop Construction Safety Procedure - <b>Drafted</b></li> <li>Develop Chain of Responsibility Procedure and process – <b>commences March 24</b></li> </ul>	● ●
Jan 24	Planning	<ul style="list-style-type: none"> <li>Develop departmental WHS Targets &amp; Objectives</li> </ul>	<ul style="list-style-type: none"> <li>Departments to create WHS targets and objectives for 24/25 – <b>In Progress</b></li> </ul>	●
Jan 24	Chemicals	<ul style="list-style-type: none"> <li>Build electronic chemical database</li> </ul>	<ul style="list-style-type: none"> <li>Build database, including risk assessments, control purchasing through stores only, update emergency manifests at all sites</li> </ul>	●

Jan 24	Worker risks	<ul style="list-style-type: none"> <li>Volunteers risk controls</li> </ul>	<ul style="list-style-type: none"> <li>WHS Induction for Volunteers</li> <li>Volunteer induction checklist – <a href="#">drafted</a></li> <li>Supervision of Volunteers</li> </ul>	
	Risk Register	<ul style="list-style-type: none"> <li>Update MRC WHS Risk Register</li> <li>Conduct noise assessments</li> <li>Conduct Manual Handling Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Update current risk register to incorporate new safety Management system – <a href="#">In progress</a></li> <li>Conduct noise assessment where required - <a href="#">commenced</a></li> <li>Conduct manual handling assessments where required - <a href="#">commenced</a></li> </ul>	
Jan 24	Contractor Management	<ul style="list-style-type: none"> <li>Contractor Management Procedure and associated process and operations per department</li> </ul>	<ul style="list-style-type: none"> <li>Review Contractor/Supplier register – Procurement/Tech One</li> <li>Develop online Contractor WHS induction – WHS - <a href="#">Drafted</a></li> <li>Departmental process for managing contractors – each department</li> </ul>	

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

High Risk Areas:

Staff Turnover in Critical Roles: There is a notable risk associated with the turnover of staff in critical positions, necessitating the development of a succession plan and workforce plan.

Difficulty in Attracting and Retaining Skilled Staff: The challenge of retaining skilled staff is across many organisations within the Murray River / Campaspe region. Addressing this requires cultivating an 'Employer of Choice' environment and implementing the VOICE Project to improve staff culture.

High-Risk Construction and WHS Audits: The program identifies risks in construction, planning, chemical management, and worker risks, emphasizing the need for procedures and risk controls in these areas. A lot of good work has already commenced in this space- and this will continue to be a key focus for 2024.

Highlights:

Leadership and Values Enhancement: The integration of MRC values and behaviors into the staff performance appraisal process, completed in June 2023, focuses on task performance and values.

Attracting Quality Staff and Leadership Development: Efforts include the investigation of RDA Riverina's 'Country Change' program and active recruitment for specific roles. The development of future leaders is highlighted by partnerships for apprenticeships and traineeships, and the initiation of an Emerging Leaders Program.

Risk Management Initiatives: Effective risk management strategies have been implemented, focusing on staff turnover, skilled workforce challenges, and WHS audits, with specific actions outlined for each risk.

Recognition and Improvement Initiatives: Notable achievements include CEO Awards recognising staff excellence in various areas, demonstrating a commitment to recognising and nurturing talent within the organisation.

Conclusion:

The 4 Year Delivery Program demonstrates a comprehensive approach to leadership, staff development, risk management, and operational efficiency. While there are high-risk areas that require ongoing attention, particularly in staff retention and workplace safety, the program's highlights reflect a strong focus on improving organisational culture, attracting and developing talent, and managing operational risks effectively.

PART A: Director Accountabilities and Key Performance Indicators

Director Corporate Services - Stephen Fernando	Accountabilities
Provide required internal services to operational departments to enable the delivery of community services.	<i>SBPO</i> <i>Accountability</i>
	S Intergovernment Relations – CSD
This bureau service manages Finance & Accounting, Information/Communications Technology & Business Intelligence, Governance & Risk, Procurement & Contract Management, Property & Leases, Facilities Management & Maintenance. The directorate facilitates corporate reporting.	S Corporate Performance a& Reporting
	S Light Motor Vehicle (White) Strategy
As the business-arm of council, Corporate Services supports the operational & financial planning process, and provides analysis of actual operational & capital performance. The directorate also facilitates the longer-term financial planning process.	S Rural Fire Service
	S Purchasing Outdoor Supplies
	S Procurement
	S Disability Asset Management Plan
	S Financial Appraisals
	S Internal Audit
	S Payroll
	S Information & Records Mgt
	S Policies & Procedures
	S Risk Mgt
	S Legislative Compliance
	S Commercial Business
	S Governance Framework
	S Business Improvement
	S Leasing
	S Contract Management
	S Property (Buildings and Facilities) Operations
	S Finance Services
	S Information Technology
	B Intergovernment Relations – CSD
	B Commercial Business
	B Business Continuity
	B Financial Appraisals
	B Internal Audit
	B Legal Services
	B Corporate Performance & Management

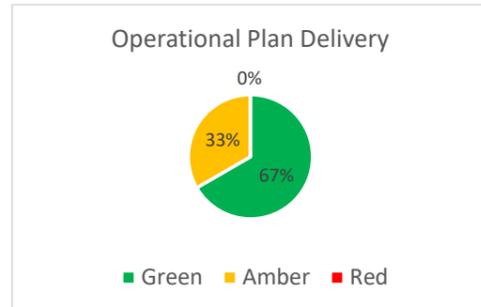
Key Performance Indicator 2023/2024	Evidence/Comments	
In time for the 24/25 financial year manage the SRV process – in line with IPART	Council resolved not to proceed with an SRV.	n/a
Assist the CEO to harvest synergies with other Councils	Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module. No further progress made in June. Contact made with both ERC DCS Shelly Jones and Campaspe Shire DCS Matthew McPherson	
Deliver the TechOne project as adopted by Council	The project is being delivered in modules. Release 1 (Finance, Procurement, Payroll, Asset Management) is in use. Release 2 is Property & Rating, which will be delivered in 3 phases Phase 1: Rating & Receipting, Phase 2: Compliance (development services, ranges etc.) and Phase 3: Customer service. Release 2 Phase 1: This is now operational. Release 2 Phase 2: Compliance module project is progressing. Some delays may be experienced due to non-availability of TechOne consultants.	
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government in relation to corporate services: finance, governance, records, and digitalisation issues and policies.	Continue to work on the Governance & Technology subcommittees of LG Professionals, NSW chapter. Supporting Technology sub-committee with an initiative on e-invoicing. Working with RAMJO on energy initiatives. Working with Smart Cities Council on its Future of Place Initiative.	
Identify and commence the process of implementing automation for software systems.	Given the focus of implementing the new ERP system, there is very little further capacity within the organisation to undertake additional automation projects. Some initial work is being undertaken to review Robotic Process Automation (RPA). Current automation initiatives are limited to what can be implemented within the TechOne ERP system.	

**PART A: Section Accountabilities and Team Roles**

Manager IT and Digital Services - Alex Green	Manager Business Intelligence - Sandy Paterson	Manager Governance and Risk - Sandra Gordon	Manager Property & Procurement - Peter Beaumont	Manager Finance - Kris Kershaw	Manager Strategic Assets– Brodie Goodsell
<p>Manage the of the information and communications infrastructure to enable the required connectivity and data exchange requirements.</p> <p>Ensure security of Council information and ICT assets.</p> <p>Provide support services to staff in relation to use of technology.</p> <p>Manage the annual capital and operational budgets.</p>	<p>Manage and maintain the design/redesign and documentation of business processes</p> <p>Review and manage software systems used within Council to ensure they are fit-for-purpose and are kept up to date with evolving technologies.</p> <p>Undertake custodianship of Council’s data including its security, analysis and use for decision making purposes.</p> <p>Align Council data, records, information and ICT security architecture frameworks, standards and processes.</p> <p>Ensure all Council records and managed in keeping with statutory and regulatory requirements.</p> <p>Investigate and drive automation within Council systems using current and emerging technologies (RPA, AI, ML etc.)</p> <p>Provide ongoing training to ensure staff have the necessary skills in the use of software, analysis and use of data, and understand their obligation with regard to managing records.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Manage the annual capital and operational budgets.</p>	<p>Ensure Council’s legislative and regulatory compliance and reporting requirements are adhered to.</p> <p>Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented and are actions follow-up.</p> <p>Establish adequate insurance cover for Council activities, in consultation with operational managers.</p> <p>Maintain the suit of required corporate registers and undertake the related reporting requirements.</p> <p>Facilitate the functioning of the Audit &amp; Risk Committee and the internal audit function of Council.</p> <p>Provide support &amp; guidance to the Mayor and Councillors on their statutory obligations as elected officials and where required assist with their reporting requirements.</p> <p>Managing the legal services relationships.</p> <p>Provide advice and assistance on governance related matter to the whole of Council.</p> <p>Manage the annual cand operational budget.</p>	<p>Provide procurement and property/leasing and tendering related services to the organisation.</p> <p>Ensure compliance with legislative requirements.</p> <p>Develop a high-level framework &amp; monitor policy and procedures including advice, training, templates and support services for both Procurement &amp; Property.</p> <p>Coordinate public tendering to meet legislative requirements and manage Contract Register (GIPA).</p> <p>Provide oversight for Internal procurement probity and audit.</p> <p>Manage supplier relationships.</p> <p>Coordinate purchases and sales of property and facilitate commercial application of property, where appropriate.</p> <p>Develop and manage the Lease Register.</p> <p>Provide oversight for commercial leases and associated issues.</p> <p>Advise on management of crown land.</p> <p>Manage the annual capital and operational budgets.</p>	<p>Operate in a financially responsible and sustainable manner (IPR ratios).</p> <p>Review, revise and maintain Council’s Long Term Financial Plan in line with statutory requirements.</p> <p>Provide financial reports to Management and staff to assist in budget control and decision making.</p> <p>Ensure adequate and effective internal controls are in place for all financial management.</p> <p>Maintain a strategic rating structure that is equitable across the region.</p> <p>Manage investments in the long-term interest of the community and within regulatory requirements.</p> <p>Complete annual &amp; quarterly budgeting processes in-line with statutory requirements.</p> <p>Process accounts payable in-line with Councils protocols and suppliers’ terms of trade.</p> <p>Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.</p> <p>Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.</p> <p>Organise and manage the external audit of Council and address any rectification/improvement action arising therefrom.</p>	<p>An integration role for big picture and long term, mapping out big infrastructure projects into the future to ensure they link up and are sequenced logically. Provide an information and Advisory role to the rest of the organisation on the above.</p> <p>Manager Strategic Assets will also ‘map’ the 10-year financial plan, to not only ‘join the dots’ but make sure there is enough money to pay for it at the time the Projects are planned for.</p> <p>The keeper of all information related to our assets including Developing, Maintaining the Asset Register MRC has 35 Asset types dispersed across the organisation.</p> <p>The Assets team provide an advisory and information role to the Business Managers in the organisation.</p> <p>They provide a one stop shop for all information capture about all our assets including what they are, how many we have, what they are valued, what condition they are in, how long they will last, what we should be spending on them and when. This assist Business Managers to work out what &amp; how to categorise assets so at budget time listing and getting approval for ‘cluster’ business cases becomes easier.</p> <p>Other requirements of the Strategic Assets team include Management of GIS/Mapping, Maintenance Management and Addressing systems and data, Road Naming, Gazettal’s and Closures.</p>

Accountabilities		Accountabilities		Accountabilities		Accountabilities		Accountabilities		Accountabilities	
SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
B	Public Access Systems	B	One Council Post Implementation	B	Legal Services Management	B	Office Supply & Stationary	B	Internal Finance & Revenue	B	Council Asset Mapping
B	IT Networks	B	Existing Network Systems and Corporate business applications integration & management	B	Risk Management	B	Procurement Advice & Framework	B	Rates & Revenue	B	Strategic Asset Projects Management
B	Printing Services	B	Information and Records Management	B	Governance Framework	B	Crown Land	B	Investments	B	Strategic Asset Planning (4 yrs.) LFTP and IP&R
B	IT Support	B	Microsoft 365	B	Policy & Procedure Management	B	Contracts Advice & Framework	B	Payroll	B	Asset Expenditure Forecasting
B	IT System Software & Hardware	B	ECM Development	B	Legislative Compliance	B	Income from Commercial Leases	B	Fees & Charges	B	Gifted Assets
B	Community Safety			P	Legal Services	B	Leasing	B	Financial Projects	B	Infrastructure Forward Works
B	Portable Assets			P	Policies & Procedures	B	Land Sales & Procurement	B	Management Accounting & Reporting	B	Asset Creation and Disposal
B	Communication Towers & Radio Controls			P	Risk Management	P	Income from Commercial Leases	B	Corporate Financial Planning	B	Corporate Asset Advisory & Information Role to Managers
B	Point of Sale			P	Legislative Compliance	P	Leasing	B	Sundry Debtors	B	Asset and Finance Alignment
B	IT System Administration			P	Legal Services Contract Management	P	Crown Land	B	Accounts Payable	B	Rural Addressing
B	IT Asset Procurement & Disposal			O	Maintenance of Policies and Procedure documents and systems	P	Retirement Villages	P	Internal Audit	B	Asset Plan Monitoring & Updating
B	IT – Product Development			O	Corporate Performance & Reporting – Publications	P	Procurement	P	Finance Systems and Processes	B	GIS Mapping System
B	Internal Phone and Internet Services			O	Legislative Compliance	O	Income from Commercial Leases	O	Investment Management	B	Council Asset Management Plans
B	IT Cabling			O	Implementation of Governance Framework and supporting education	O	Procurement	O	Corporate Finance Accounting	B	Corporate Asset Systems Management and Operations
B	Library Management Systems			O	Coordination of Legal Services	O	Leasing	O	Monitoring & Payment of Bills		
B	Drone Registration & Compliance			O	Annual Report	O	Property Framework				
O	Cyber Security			O	Government Information Public Access (GIPA) Service	O	Property Compliance				
O	Point of Sale			O	Risk Management	O	Reporting of Crown Land				
O	Printing Services			O	Councillor Induction & Training						
O	IT Asset Procurement and Disposal										
O	Library Systems										
O	IT Systems										
O	IT Infrastructure & Support to MBI										
O	Drone Registration & Compliance										

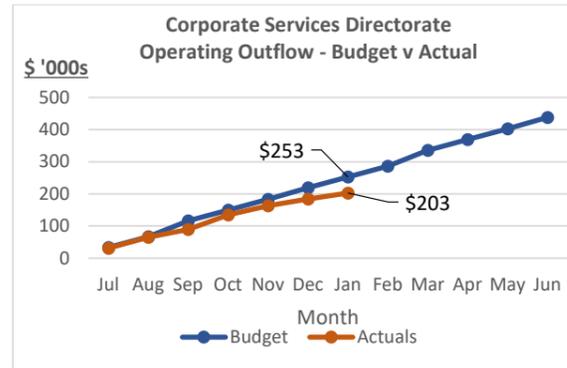
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4-year Delivery Plan, the Corporate Services Directorate relates to provision of internal services to council such as finance, property, governance, risk, legal services, tendering, procurement, records, IT, digitization, business case investigation, long term financial planning and alignment, corporate reporting, audit, and supplier management.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 3 - Plan for the impacts of climate change</b>									
<b>1.7 – Environmental Sustainability Strategy</b>									
Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change. (S DCS)	Deliver	(DP 1.7.2) Adopt an internal policy within MRC to address micro energy production – for MRC site usage	B: DCS P: MB&F O:			✓		Site assessments for Solar installations completed. Working on applying for a grant. Small site agreement with AGL has been extended for another year. Planning for the next Power Purchase Agreement has commenced. Regular session of the Energy efficiency Group are being scheduled.	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
<b>4.1 – Signage across Council</b>									
Develop a program to identify, upgrade and renew signs across Council. (S DCS)	Deliver	(DP 4.1.1) Review all signage, develop a plan and begin renewal or replacement of all old Council signage including entranceways signs to all communities & towns, old Wakool signage and old Murray Shire signage	B: DCS, P: MSA, MBF, MPOS, MED O:	✓	✓	✓	✓	Internal signage at Council operational sites have been reviewed by WHS for conformance to requirements. Project to review and upgrade tourism signage is in progress by economic Development team.	●
<b>Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.</b>									
<b>5.11 – Innovation</b>									
Be engaged in innovation and technology platforms and networks (S DCS)	Deliver, Partner, Advocate	(DP 5.11.2) Work with neighbouring LGAs on implementing a shared services module	B: DCS P: O:	✓	✓	✓		Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module. Contact made with both ERC DCS Shelly Jones and Campaspe Shire DCS Matthew McPherson	●
<b>Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.</b>									
<b>7.11 – Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements</b>									
Be prepared for more stringent biodiversity and carbon offset requirements. (S DSP)	Deliver	(DP 7.11.1) Investigate and develop a framework to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions.	B: DSP P: O:		✓	✓	✓	Responsibility likely to get reallocated.	

**PART C: Financial Outcomes**



**PART D: Project Status**

#	PROJECT	COMMENTS	
1	Energy Review	Meters replaced with Digital meters at Large Scale Usage sites. Switchboards evaluation completed. Applying for grant for solar installation. Planning for next PPA in 2025.	●●●
2.	SRV Application	Due to Council resolving not to proceed with an SRV, this is no longer applicable.	N/A
	Depreciation Review	Completed.	●
3	Asset Management Framework	Final Draft report being assessed. Somewhat delayed due to Long Service Leave of Manager Assets	●
4	Cyber Security Review	Agreement negotiations in progress.	●
5	Signage Review	Internal and Traffic signage reviewed. Tourism and other signage being addressed by Economic Development team.	●
6	Cobb Highway Land Sale	Heads of Agreement (HoA) signed. Frist draft of agreement received and being assessed.	●
7	Sale of Mathoura Line Road Land	Real Estate Agent following potential buyers. No clear prospect at present.	●
8	Development of Residential Land Mathoura	High level concept design being revised. Issues with drainage needs addressing before project can proceed.	●
9	Technology One Implementation	P&R - Revenue Management module in use. P&R - Compliance & regulatory module implementation progressing as planned.	●
10	SCADA Review	Temporarily on hold.	

**PART E: Business as Usual**

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
	None		●●●

murray river council Monthly Operational Report – January 2024 Corporate Services Directorate

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
10.01.22	Overall Financial Sustainability of Council	Cost Management (5.6% Savings), Revenue Taskforce Budget Process. Depending on extent of Grants to recover costs, flood event may make the deficit worse than budgeted. Application for an SRV submission is no longer an option. Change in Rate Cap methodology will result in NSW Councils loosing out on the two highest years of inflation being incorporated into the Rate Cap.	Work our and present to Councillors a budget for 2024/25 that is in keeping with the deficit reduction plan adopted by Council.  Wrote to LG NSW identifying the issue and requesting them to take the matter up with OLG.	●●●
10.01.22	Implementation of the Technology One system. Potential Time Delays and Cost Overruns. Technical Issues.	Project Management	P&R - Compliance & Regulatory - commenced August 23. Non-availability of TecOne consultants is causing some delays. Project Lifecycle Management Module being evaluated.	●
09.02.22	Conformity to Procurement Regulations	Procedures Resignation of Procurement Manager.	Educations & Communication Program Implementation of Contract Audit improvement actions. In progress. Regular reporting being planned. Onboarding of Chief Legal Counsel, incorporating the procurement accountabilities (expected end Jan 2024)	●
13.02.23	Delays in Preparation of Financial Statements, Management Letter comments by Auditors	Tasks allocated to Finance Manager and Strategic Asset Manager. Restructure of Finance department and interim officers being in place.	Close Monitoring. Implementation of Processes. Strict plan and deadlines to be developed for 2023/24 audit. Permanent recruitment commenced with selection of agents.	●
04.05.23	Cyber Security Risks	Basic defences around firewalls and motoring. Primarily reliant on IT Services contractor. Costs of expertise and resources to establish top end defence mechanisms. Human factor.	Full review of existing security measures, identification of weaknesses, and development of an improvement plan. Eol responses being evaluated.	●

Council resolutions completed

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Circular 24-01 Constitutional Referendums and Council Polls	<a href="#">110124</a>	<p><b>MOTION</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Geoff Wise</p> <p>That</p> <ol style="list-style-type: none"> <li>Council does not want to hold a constitutional referendum or Council poll to run in parallel with the Council elections in September 2024.</li> </ol> <p><b>OR</b></p> <ol style="list-style-type: none"> <li>Council does want to hold a constitutional referendum or Council poll to run in parallel with the Council elections in September 2024. The proposal changes by referendum and/or the subject matter of a Council Poll will be the subject of a further report for the March Ordinary Council meeting.</li> </ol>	Gordon, Sandra

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Circular 24-01 Constitutional Referendums and Council Polls	<a href="#">110124</a>	<p><b>RESOLUTION 110124</b></p> <p>Moved: Cr Kron Nicholas</p> <p>Seconded: Cr Ann Crowe</p>	Gordon, Sandra

FORESHADOWED MOTION

If item 2 becomes a lost resolution, Council is to place item 1 up for resolution.

Item 1 being:

1. Council does not want to hold a constitutional referendum or Council poll to run in parallel with the Council elections in September 2024.

The Foreshadowed motion now becomes resolution of Council.

**CARRIED**

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	2022-2023 Code of Conduct Statistics Report	<a href="#">080124</a>	<p><b>RESOLUTION 080124</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Thomas Weyrich</p> <p>That the 2022-2023 Code of Conduct Statistics Report be received and the information noted by Council.</p>	Gordon, Sandra
<b>CARRIED</b>				

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Payment of the Mayoral Allowance when assuming the position of Acting Mayor	<a href="#">090124</a>	<p><b>RESOLUTION 090124</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Geoff Wise</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. The Mayoral Allowance is paid to the Councillor that is acting in the role of Mayor during any period of leave of absence granted to the Mayor by Council.</li> <li>2. The Mayoral Allowance will be paid on a pro-rata basis calculated on the number of days of leave approved by Council.</li> <li>3. During the period of approved leave, the Mayor will not be paid the Mayoral Allowance.</li> </ol>	Gordon, Sandra
<b>CARRIED</b>				

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Quarterly Budget Review - Period Ended 30 September 2023	<a href="#">191123, 201123</a>	<p><b>RESOLUTION 201123</b></p> <p>Moved: Cr Neil Gorey</p>	Chalmers, Nikki

Secoded: Cr Dennis Gleeson That Council resolve to receive the Investments & Reserves Report, as of 31 October 2023.	<b>CARRIED</b>
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Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Quarterly Budget Review - Period Ended 30 September 2023	<a href="#">191123, 201123</a>	<b>RESOLUTION 191123</b>  Moved: Cr Dennis Gleeson Secoded: Cr Neil Gorey That Council resolve to:  1. Adopt the budget variations as detailed within the report and any subsequent changes made to those votes, in Council's estimates of income and expenditure for 2023/2024 financial year, which includes changes to the 2023/2024 Capital Listing as updated per Attachment 3 and the following Reserve movements:  a. from reserves to fund the following Capital activities:  i. \$6,718,393 from General reserve ii. \$1,676,850 from Sewer reserve iii. \$1,261,400 from Water reserve iv. \$2,392,954 from Waste reserve; and  b. to reserves for the following Operational activities:  i. \$4,028,018 to the General reserve ii. \$2,521,796 to the Sewer reserve iii. \$2,634,204 to the Water reserve iv. \$642,208 to the Waste reserve.	Chalmers, Nikki
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	Investments and Reserves Report as at 31 December 2023	<a href="#">100124</a>	<b>RESOLUTION 100124</b>  Moved: Cr Kron Nicholas Secoded: Cr Nikki Cohen That Council resolve to receive the Investments & Reserves Report, as of 31 December 2023.	Kershaw, Kris
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Tender Panel of IT Consultants	<a href="#">151123</a>	<b>RESOLUTION 151123</b>	Paterson, Sandy

Moved: Cr Ann Crowe  
 Seconded: Cr Dennis Gleeson  
 That Council

- Notes the Tender Evaluation Report attached under Attachment 1 for an overview of the Completed Tender Process.
- Appoints the following consultants to a panel of IT consultants:
  - A23 Pty Ltd
  - Atturra
  - Chartertech
  - DataMC
  - Ladd & Associates
  - Leander Business Consulting
  - LGA Cloud
  - Moller Family Trust
  - Prometix
  - SMS Integration
  - Strategic Directions
  - SWIT Consulting
  - Systems Thinking
- Authorise the CEO to sign the consultancy agreements with panel members as required.

CARRIED

Council resolutions outstanding outside 3 months

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**



**Finance**

- Budget review for Q2 in progress.
- Budgeting for 2024/25 commenced.
- Planning for 2/24 year end audit commenced.



**Procurement**

- Addressing of actions stemming from the contract management internal audit underway has slowed due to resignation of procurement manager and onboarding of replacement.
- Multiple tenders and Eols are being managed.



**Governance**

- Revised ARIC requirements, as per OLG guidelines, is being implemented.
- Planning for the Sep 2024 local government elections have commenced.



**ICT, Systems & Processes**

- 1<sup>st</sup> water Notice for 23/24, issued through new TechOne P&R module.
- P&R - Compliance & Regulatory module implementation progressing as per plan.
- Project Lifecycle Management module implementation being planned, with some potential delays.
- Records Management Software and processes are being implemented using SharePoint and TechOne ECM.
- Cyber Security Review being planned. Contract negotiations with consultant.
- SCADA Review currently on hold.



**Assets**

- Asset Custodianship Framework draft report has been received and is under review.
- Revaluation of Assets in preparation for the 2023/24 audit will commence shortly.

## PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

- **The Financial Sustainability of the Council remains the most significant risk for Council. Restoring Current deficit to a break-even position purely through cost saving measures will require significant service level adjustments that may not be palatable to the community.**
- **Cyber Security needs to be improved. A contract to undertake a comprehensive review is being negotiated with selected consultant.**
- **No firm buyer for Mathoura Line Road land yet.**
- **Some instability in Finance and IT departments due to restructure. Permanent recruit process has commenced.**
- **Heads of Agreement (HoA) for the Sale of Cobb Highway land has been completed. First draft of detailed agreement received and being assessed.**
- **Council Continues its automation Journey through the Implementation of the TechOne System.**
- **Budget preparation for 24/25 has commenced.**

PART A: Section Accountabilities and Team Roles

Manager Business Intelligence - Sandy Paterson	Team Leader Records	Software Systems Administrator	IT/Software Trainer																																																																																																																		
<p>Manage and maintain the design/redesign and documentation of business processes.</p> <p>Review and manage software systems used within Council to ensure they are fit-for-purpose.</p> <p>Undertake custodianship of Council’s data including its security, analysis and use for decision making purposes.</p> <p>Align Council data, records, information and ICT security architecture frameworks, standards and processes.</p> <p>Ensure all Council records and managed in keeping with statutory and regulatory requirements.</p> <p>Investigate and drive automation within Council systems using current and emerging technologies (RPA, AI, ML etc.)</p> <p>Provide ongoing training to ensure staff have the necessary skills in the use of software, analysis and use of data, and understand their obligation with regard to managing records.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Manage the annual capital and operational budgets.</p> <p>To lead the delivery of the TechONE - ONECouncil SaaS solution from concept through to completion.</p> <p>Provision of ONECouncil technical expertise, recommendations and support for MRC functional group teams, key users, end users and key stakeholders.</p> <p>Co-ordinate the storage and retrieval of physical and electronic records in accordance with relevant legislation.</p> <p>Develop, document and continuously review corporate record keeping practices, procedures, policies and systems.</p>	<p>Assist with managing the electronic document management system (CM9) and ensure prompt and accurate retrieval of processed information and provide assistance to staff in using CM9.</p> <p>Assist with managing all hardcopy archiving requirements across the whole Council and ensure compliance with <i>NSW State Records Act 1998</i>.</p> <p>Assist with developing and implementing physical and electronic records disposal schedules in accordance with relevant legislation.</p> <p>Systems administration- onboarding and offboarding user logins, managing security access requirements, data cleansing, file creation and location maintenance.</p> <p>Provide support and back up to Records Officer.</p>	<p>Coordinate &amp; support systems upgrades and implementations when appropriate, including integrations/interfaces, user acceptance testing (test plan/case development, testing support, result documentation, error and rectification monitoring) and co-ordination of cut-over tasks related to such upgrades/implementations.</p> <p>Undertake full responsibility for administering the application software systems in use within Council, including security, workflow and reporting.</p> <p>Co-ordinate report design and development. Maintain the systems set-up as required. Maintain user access to systems in keeping with applicable Council policies and guidelines.</p> <p>Support the year end roll-over processes in systems where such activities are applicable.</p> <p>Manage enquiries from the business regarding system operations and enhancements and provide timely software systems related first level help desk support to users.</p> <p>Coordinate communication of key system changes to users.</p> <p>Liaise with operational users to document the processes that are being undertaken through the software systems.</p> <p>Liaise with software vendors and other service providers as needed to deliver on the role responsibilities.</p> <p>Assist with providing software training to staff when required.</p> <p>Develop and maintain appropriate policies and procedures to facilitate effective systems administration. Participate in adhoc projects as required.</p>	<p>Systems Administrator for Council’s business applications, including managing the access control, troubleshooting of issues and outages, internally as well as with system vendors.</p> <p>Lifecycle Information Management across all systems</p> <p>Provide advice on and coordinate business processes and workflows to facilitate business improvement.</p> <p>Develop software training materials and keep them updated using vendor generated materials where available.</p> <p>Co-ordinate and deliver software induction and follow up training, to ensure staff are familiar with the operations and use of the relevant systems.</p> <p>Monitor staff usage within Council’s corporate business applications and provide advice, guidance, and assistance to drive adoption.</p> <p>Support the development, documentation and review of Council’s corporate business applications, procedures, and policies.</p> <p>Assist with business analytics and dashboard reporting across Council.</p> <p>Assist with furthering the continuous improvement and automation of Council processes using advanced technologies such as Business Intelligence products and Robotic Process Automation.</p> <p>Manage Council’s software licence register, assist in the budgeting for such licenses and manage the related payments</p>																																																																																																																		
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murray river council Monthly Operational Report – January 2024 **Business Intelligence**

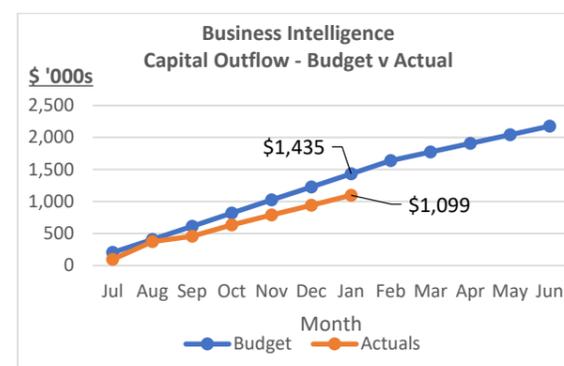
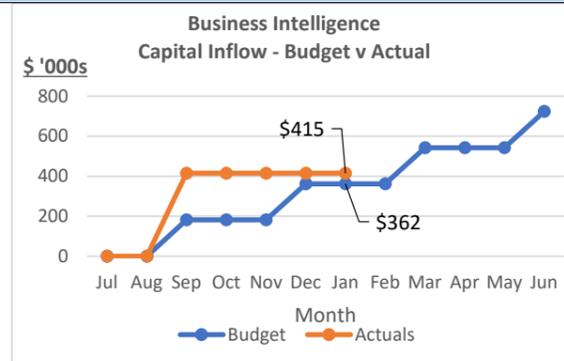
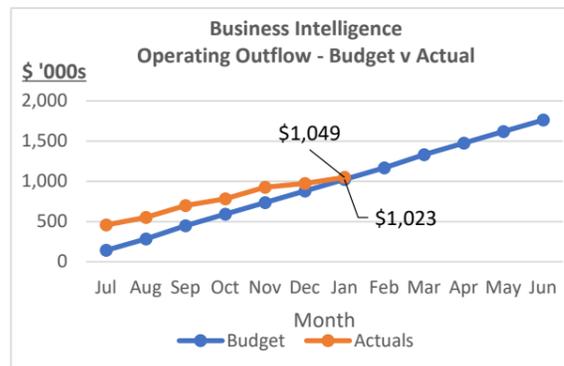
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4 year Delivery Plan, the Business Intelligence Section relates to the promotion of improved efficiencies and effective decision making through the application of modern data capture, storage and analytics technologies. The function also promotes the communication of the information so generated, in a clear and lucid manner using storytelling techniques as well as the implementation of TechnologyOne One Council SaaS solution. The Corporate Services Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.6 – Improve externally provided information and communication</b>									
Further develop and enhance public communication materials. (S DCS)	Advocate	(DP 2.6.4) Investigate and implement NSW Planning Portal links to allow better integration with MRC IT systems	B: MBI P: MDS O: MBI		✓	✓	✓	TechOne Compliance module implementation project kick off held, with timeline still to be refined to ensure MRC can deliver required aspects. Initial meeting held with external contractor to discuss Planning Portal integration works.	●
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.7 – Improve internal services to better support community needs</b>									
Develop Customer focused culture within Council. (S DCS)	Deliver	(DP 2.7.1) Upgrades to internal services to increase accessibility of internal information - New CRM to improve customer interface - Develop intranet	B: MBI P: MBI O: MBI		✓	✓		Intranet: Works continue on MRC Intranet MaRCo, with WHS & Policies to be included in phase 1 including working on creating security groups for departments for access management. MaRCo launched and training provided across all depots. Records Consolidation: Works continue on M365 with Cloud Governance configuration workshops held across July- this will assist in managing creation of MS Teams & SharePoint sites. 5 services have been created and will be ready for testing this month. These services will be linked to the Intranet so users can request for the services from one central location. My Board on MaRCo now includes M365 provisioning for MS Teams & SharePoint. This will assist MRC manage information sprawl, and provide governance around external sharing to reduce data breaches. Staff training provided during December.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
Use automated data capture processes to capture additional sources of data and more detailed data. (S DCS)	Deliver	(DP 7.2.1) Investigate and implement automation and digitalisation of process (manual process) across Council's operations.	B: MBI P: MBI O: MBI	✓	✓	✓	✓	Resourcing is at capacity and no ability to progress this at this stage.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.3 – Apply data sources to improve corporate decision making</b>									
Automate the process of business decision making (S DCS)	Deliver	(DP 7.3.1) Adopt deep learning and use of algorithms to manage data set and decision making in real time where possible	B: MBI P: MBI O: MBI			✓	✓		

PART C: Financial Outcomes



PART D: Project Status

Project	Comments:
R3 – Compliance	Project kick off meeting held and bookings being refined. Once confirmed invites will be sent to staff required for design Workshops. Design workshops underway with strong participation from MRC staff but ongoing concerns about adequate resourcing in Development Services team to manage the implementation over next 12 months. User Stories being developed to define requirements. Design workshops almost completed and staff identified for Key user Training in January. Training Plans being developed and Sponsor Communication Plans shared with Managers so they can provide info to their teams. Over 200 document templates are under construction to enable automation across various areas and assist MRC moving towards self-serve options for our Customers. <i>Key User Training provided to a selection of staff on Permits &amp; Approvals, Leases &amp; Licences, Enforcements and certificates. Staff involved in these areas will now move into the testing phase excluding Leases, which is missing quite a bit of configuration so a decision has been made to hold off on testing until TechOne can build the base configuration. TechnologyOne struggling to provide adequate resources for the project and this has been raised a number of times with TechnologyOne.</i>
R2 – Property & Rates	Property & Rates module is now live in the production environment, with some additional works still underway to meet the needs of MRC. Planning underway for first TechnologyOne Water Billing run. Ongoing work continue to resolve outstanding issues with some bugs identified- TechOne is exploring options to resolve. TechOne Water Billing testing started last week of October, and to be completed in production during November. Water Billing in final stages, and likely to be distributed end of November. Works continue with Water Billing – various issues have hindered the process.
R2 – Enterprise Cash Receipting	Enterprise Cash receipting module is now live in the production environment, and some amendments have been made to the training materials to ensure they reflect the requirements. The Compliance module will impact ECR, with Officers generating pending invoices for new applications and permits, which will then be approved by the Finance Team. This process will change the way these payments are receipted and will require additional works to the back end of the system to manage this. <i>Met with TechOne to discuss transition to Compliance and impact on ECR- proposal to be provided by TechOne for works required.</i>
R2 – Enterprise Content Manager	Enterprise Content Manager module is now live in the production environment, with some additional works still underway to enable archiving & disposal. MRC need to make some strategic decisions on records management and how/when to transition from CM9 to ECM. Decision made for all property related records to be stored in ECM after 1 July 2024 and works underway to ensure this can be delivered. Workshop held with Planning & Building staff to ensure they are aware of upcoming changes to property related records. Incoming property related records being reviewed to plan for the transition across to ECM and workshops to be booked with TechOne consultants to start planning. Planning session held with TechOne to confirm timeline of various artifacts required and works have commenced. Exploring options to ensure usability of ECM to assist with change management. Attachment Types created for Doc Ones ready for them to be created. Started to create the QAPs to associate to the attachment types.
R1 - FINANCE	Staff navigated the EOFY process for the 2 <sup>nd</sup> time, with minimal support from external contractors. <i>New interim CFO to be briefed on EOFY process for TechnologyOne.</i>
R1 - CORPORATE ENTERPRISE BUDGETING	Additional works on hold awaiting Finance Team.
R1 - SUPPLY CHAIN MANAGEMENT	Contracts system configured, data migrated and validated- await Procurement Manager to test. Purchase Order Vs Invoice date report scheduled to run each month from September.
R1 - HUMAN RESOURCES & PAYROLL	Recruitment Requisition form has been developed and is in Testing phase. Works underway for Organisational Structure changes to align to MRC. HR dashboard is in final design stages and due to be released next month. Training module has been configured and training will be managed in TechOne in November. TechOne & CM9 training will be managed in the new module, which enables visibility across staff training in a central location. <i>HR Training materials under review and additional training to be provided to support staff in HR.</i>
R1 – ENTERPRISE ASSET MANAGEMENT	Defects capture and Maintenance Scheduling to be rolled out. Process mapping is required to better understand Works scheduling. Asset books continuing to be refined and updated to include Assets that were missed in the reval. Await Assets Team. Pool Car Booking System being moved to T1 instead of MS Outlook – in testing phase. Pool Car Bookings moved to TechOne and training provided to staff. Feedback has been positive to date.
R1 – STRATEGIC ASSET MANAGEMENT	Asset data to be imported - await Assets Team.

R1 – SYSTEM ADMINISTRATION	TechOne Reports register to be updated to manage report scheduling & version control. Review of Business Process Automations (BPAs) & Resource Pools to standardize naming conventions & document use to enable long term management as the system grows. Works underway to correct multiple Business Unit naming conventions across t1 modules to align. DocOne register developed, along with naming conventions for DocOnes, XLOnes, Resource Pools and BPAs.	
R3 – DATA MIGRATION	Data owners identified for the Compliance module and initial kick off meetings to be held early October. Initial workshops held with Data Owners. A large volume of data currently housed in IntraMaps, is no longer required for migration- a new tool will be implemented to extract this data from the correct NSW Government sources to ensure accuracy. This will feed into MRC systems for use within certificates & letters. Staff across MRC are working on the data migration of Development Applications, Food Businesses, Permits & Approvals and various other aspects. Rates staff working through some additional clean up in the property section to ensure we can manage the requirements for the Compliance module- particularly certificate management.	
R3 – ENVIRONMENTS	Planning upgrade to 2023B for Test environment on 04/10 & Production will follow on 01/11. Upgrade rolled out to MRC Test environment – Testing completed with 99% pass test cases. Moving to production 1 Nov. ECM to be scheduled for refresh to enable compliance works to commence. Permissions are to be created for staff required to access the Configuration environment of TechOne ready for Key User Training in January.	

**PART E: Business as Usual**

<p><b>Creation of Records</b></p> <ul style="list-style-type: none"> <li>Records captured into Content Manager (CM9) – Councils Electronic Document Management System (EDMS): Year 2024 (to date): <b>3,954</b> documents</li> <li>Year 2023: <b>60,288</b> documents</li> <li>Total: <b>710,789</b> documents</li> </ul>
<p><b>Archiving &amp; Disposal</b></p> <ul style="list-style-type: none"> <li>Records Destroyed – This Year to Date: <b>0</b> documents</li> <li>Records Made Inactive- This Year to Date: <b>15,202</b> documents</li> <li>Records Custody Transferred (Permanent Archive) - This Year: <b>0</b></li> <li>Records Transferred to Off-Site Storage- This Year: <b>0</b></li> </ul> <p>Records Destroyed – Total: <b>35,849</b> documents Records Made Inactive- Total: <b>454,038</b> documents Records Custody Transferred (Permanent Archive) - Total: <b>7</b> files Records Transferred to Off-Site Storage- Total: <b>7</b> Files</p>
<p><b>Software &amp; Systems</b></p> <ul style="list-style-type: none"> <li><i>External consultants managing MRCs internal systems support desk due to staff shortages.</i></li> </ul> <p><b>Records &amp; Information Management</b></p> <ul style="list-style-type: none"> <li><i>Legal Documents under review to remove any that have expired from our active Legal Documents register.</i></li> </ul> <p><b>Additional Works</b></p> <ul style="list-style-type: none"> <li><i>M365 – SharePoint &amp; Teams training to kick off in February, with additional training materials being developed to support the re-launch.</i></li> <li><i>Process mapping has commenced for the next stage of TechnologyOne project, Request Management.</i></li> </ul>

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
			●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
11/10/2021	Non-compliance with regulatory requirements	Policy and Procedures in place Training and support to all EDMS users Trained Records Management staff Backups of current data	Task – Develop Information Asset Register Task – Identify end user records management requirements Project – Migrate network drive data and reduce/discontinue its use Project – Migrate Content Manager (CM) and discontinue its use Project – Define M365 business use and relaunch with training for users and identify Systems Administrator	● ● ● ● ●
11/10/2021	Archiving and Disposal of Hardcopy records does not meet legislative requirements and/or business needs	Policy and Procedures in place Training and support for staff as required Trained Records Management staff	Task – Transfer hardcopy records to NSW State Archive for permanent archiving as per legislation. Works underway to proceed with the first transfer of Minute Books dating back to early 1900s through to 1960 to ensure safekeeping for future generations.	●

24/01/2022	iFERRET considered inadequate solution for disposal of records in Release 2	Review business requirement, scope and explore alternative	RIM review to assist with determining requirements. Review delivered Apr 2022- outcomes to be assessed over the coming weeks. Information Governance Group to be implemented with a cross section of staff to assist with strategic planning in information management across MRC. Information Governance Group meets monthly to work through information and data governance issues.	●
24/07/2023	Availability of specific skill sets internally to complete required works	Identifying gaps in resources early	MRC will need to look at providing additional external resources to supplement existing internal resources in order to undertake additional works required for the Records & Information Management project and potentially other areas of the TechnologyOne rollout. Internal resourcing has caused delays with data migration for the TechnologyOne project and additional resourcing will need to be allocated to keep the project on track.	●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**



**Progress to date:**

- 201 document templates to be built to enable auto-generation from the new Compliance modules, currently 9% completed.

COMING SOON

- Organisation structure clean up completed in Test – moving to production soon (awaiting confirmation of structure). *On hold due to staff shortages.*

**Currently Underway**

- Dashboard works continuing with HR dashboard expected soon. *On hold due to staff shortages.*
- Payment Gateway to be configured to allow online payments. *Demo for key staff 5<sup>th</sup> Feb.*
- 1<sup>st</sup> Water Billing run from techOne – issued after numerous challenges. Still working with techOne consultants to resolve a number of outstanding product issues.
- Key User Training held for a number of aspects of the Compliance module & testing commenced.



**MRC Intranet**

My Board on MaRCo now includes M365 provisioning for MS Teams & SharePoint. This will assist MRC manage information sprawl, and provide governance around external sharing to reduce data breaches.



**Information & Records Governance Group**

Works continue of Privacy Statement being added to all MRC forms. Go-Live for AvePoint Governance, with a Lunch and Learn provided and a smooth process to date.



Transforming business, making life simple

**TechOne ECM for records management**

Works have commenced to build the configuration required for the transition for Property related records to be housed in ECM as at 1 Jul 2024.

**Information Assets**

Murray River Council have developed an Information Asset register to manage personal and sensitive information across Council. Next steps are to review why certain systems are in use and determine how MRC manage information security across the various repositories- which should form part of a larger Digital Transformation plan.

**Training for TechnologyOne Compliance module**

Training requirements for the next roll out of TechOne modules have started to be defined, and training plans have been circulated to Managers already so they can start to resource accordingly.

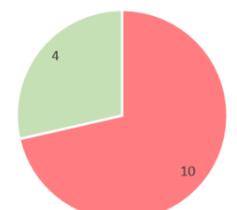
There are 2 components to this training;

- Compliance** which will focus on DAs, Permits & Licences, Leases, Bonds and Guarantees and Enforcement.
- ECM** which manages the recordkeeping component of the system and will assist staff in creating, managing and searching for documents.

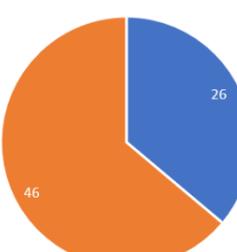
Module ->

Count of Document

**Total Training Documents for ECM**



**Training Training Documents for Compliance**



**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

*M365 – SharePoint & Teams training to kick off in February, with additional training materials being developed to support the re-launch.*

*TechnologyOne – Project Status moved to Amber due to concerns about the availability of technologyOne consultants to deliver the project to the agreed timeline. Meetings scheduled for 12<sup>th</sup> Feb to review configuration and make an informed decision on how to proceed.*

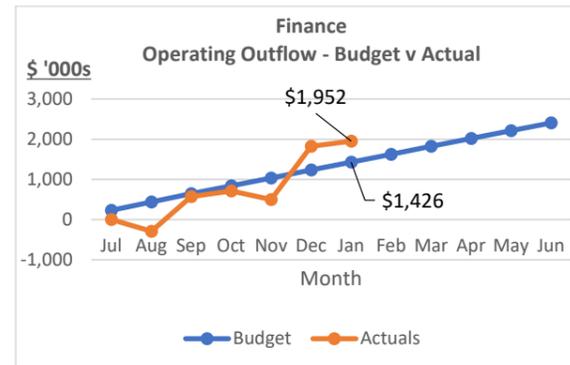
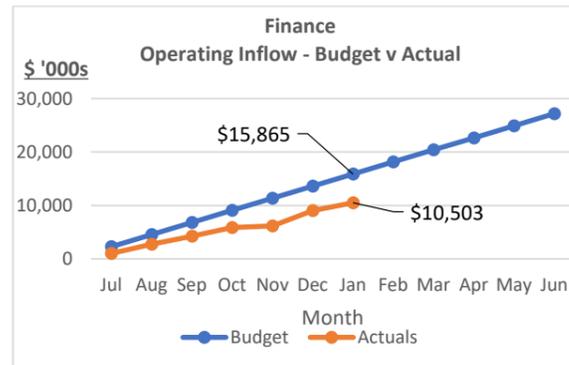
**PART A: Section Accountabilities and Team Roles**

Interim Chief Operating Officer – Peter Smith	Management Accountant	Financial Accountant	Coordinator Financial Operations	Rates Coordinator/Revenue Officer																																																																																																																																																
<p>Operate in a financially responsible and sustainable manner (IPR ratios).</p> <p>Review, revise and maintain Council’s Long Term Financial Plan in line with statutory requirements.</p> <p>Provide financial reports to Management and staff to assist in budget control and decision making.</p> <p>Ensure adequate and effective internal controls are in place for all financial management.</p> <p>Maintain a strategic rating structure that is equitable across the region.</p> <p>Manage investments in the long-term interest of the community and within regulatory requirements.</p> <p>Complete annual &amp; quarterly budgeting processes in-line with statutory requirements.</p> <p>Process accounts payable in-line with Councils protocols and suppliers’ terms of trade.</p> <p>Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.</p> <p>Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.</p> <p>Organise and manage the external audit of Council and address any rectification/improvement action arising therefrom.</p>	<p>Assist the Finance Manager in budgeting, forecasting, reporting, and analysis.</p> <p>Prepare Council’s operational and long-term financial plan, monthly and quarterly budget reporting</p> <p>Assist with the long-term financial strategy, performance monitoring and working with managers and ELT to achieve budget targets.</p> <p>Provide ongoing training and support to Council staff on budget and reporting processes.</p>	<p>Assist the Finance Manager in meeting all compliance reporting requirements.</p> <p>Undertake compliance reporting, compliance adherence, end of month processes, journal processing, and general ledger monitoring/ maintenance.</p> <p>Reconcile &amp; Monitor General Ledger reconciliations and monitoring.</p>	<p>Assist the Finance Manager through the supervision of day-to-day finance operations.</p> <p>Supervise accounts payable, accounts receivable, payroll, and trainee finance staff.</p> <p>Manage bank reconciliations.</p> <p>Prepare accounting entries for the disposal and additions of plant/ fleet.</p>	<p>Manage the rating function of Council.</p> <p>Levy Council’s rates each year, respond to ratepayer enquires and maintain rates master file details.</p> <p>Undertake debt recovery activities.</p> <p>Facilitate the sale of land for the recovery of unpaid rates as required.</p>																																																																																																																																																
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	O	Rate Enquiry Service																																																																																																																																																		
	O	Rates Debt Recovery																																																																																																																																																		
	O	Calculate Annual Rates																																																																																																																																																		
	O	Customer Water Debt Recovery West																																																																																																																																																		
	O	Water System Billing Backend West																																																																																																																																																		
	O	Water System Billing and Support West																																																																																																																																																		

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

The Finance Section relates to the Corporate Services Directorate directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program. This Business Unit will contribute to other MOR reports as required.

**PART C: Financial Outcomes**



**PART D: Project Status**

**PART E: Business as Usual**

- The Quarter 2 Budget Review submissions have been completed. The revised budget will be presented to Council at its February Meeting.
- Preparations for the 2024-25 Budget has commenced.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
			● ● ●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
Jan 2024	Availability of Finance Resources	The restructure of the Finance team as caused some disruptions. Currently Operating with an Interim CFO and FC	Quotations are being sought by HR from recruitment consultants to manage the recruitment process.	● ● ●
Jan 2024	Change of contact auditor	Audit Office NSW has indicated that the contract auditor undertaking the audit will change from next year. This can cause some extra workload until the new auditors get up to speed with MRC specifics.	Closely manage the process of engagement with the new contractors.	●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

- A review of the Month-end and Year-end processes are underway with the Interim CFO leading the process.

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

- Budgeting: Q2 Review is being Completed. 2024-25 budgeting process has commenced.
- Year End Process: Will be engaging with a new contractor auditor. Preparations are underway.

**PART A: Section Accountabilities and Team Roles**

**Manager Governance and Risk – Sandra Gordon**

Ensure Council’s legislative and regulatory compliance and reporting requirements are adhered to.

Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented and are actions follow-up.

Establish adequate insurance cover for Council activities, in consultation with operational managers.

Maintain the suit of required corporate registers and undertake the related reporting requirements.

Facilitate the functioning of the Audit & Risk Committee and the internal audit function of Council.

Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials and where required assist with their reporting requirements.

Managing the legal services relationships.

Provide advice and assistance on governance related matter to the whole of Council.

Manage the annual operational budget.

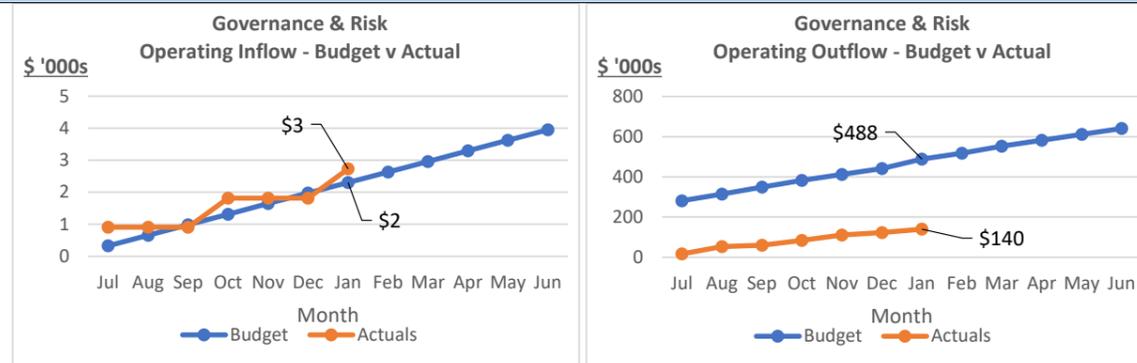
**Accountabilities**

Number	SBPO	Accountability
	B	Legal Services Management
	B	Risk Management
	B	Governance Framework
	B	Policy & Procedure Management
	B	Legislative Compliance
	P	Legal Services
	P	Policies & Procedures
	P	Risk Management
	P	Legislative Compliance
	P	Legal Services Contract Management
	P	Business Continuity
	P	Internal Audit
	O	Maintenance of Policies and Procedures documents and systems
	O	Corporate Performance & Reporting – Publications
	O	Legislative Compliance
	O	Implementation of Governance Framework and supporting education
	O	Coordination of Legal Services
	O	Annual Report
	O	Government Information Public Access (GIPA) Service
	O	Risk Management
	O	Councillor Induction & Training
	O	Business Continuity
	O	Internal Audit Services

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Under the 4-year Delivery Plan, Governance & Risk relates to: Good governance practices and the Statutory requirements of Local Government. Ensuring Council has an effective corporate governance framework that complies with all legislative requirement and promotes business excellence. There are no specific items in either the Delivery Plan or Operational Plan that relates to this position.

**PART C: Financial Outcomes**



The Public Liability and Personal Indemnity is missing from this Graph

**PART D: Project Status**

No projects planned

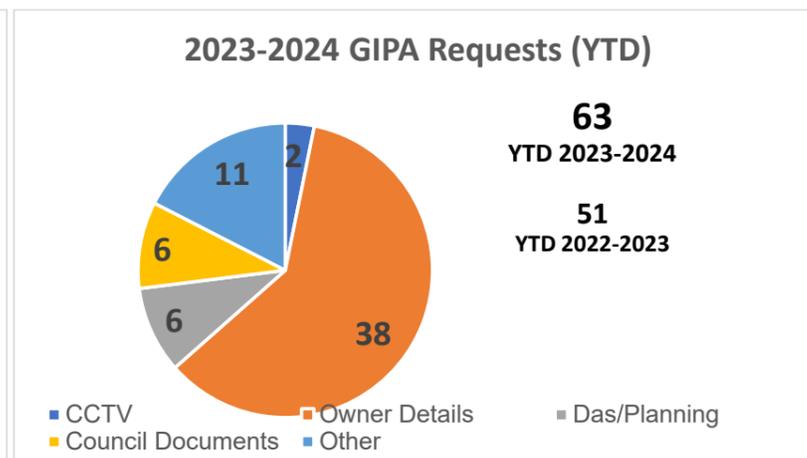
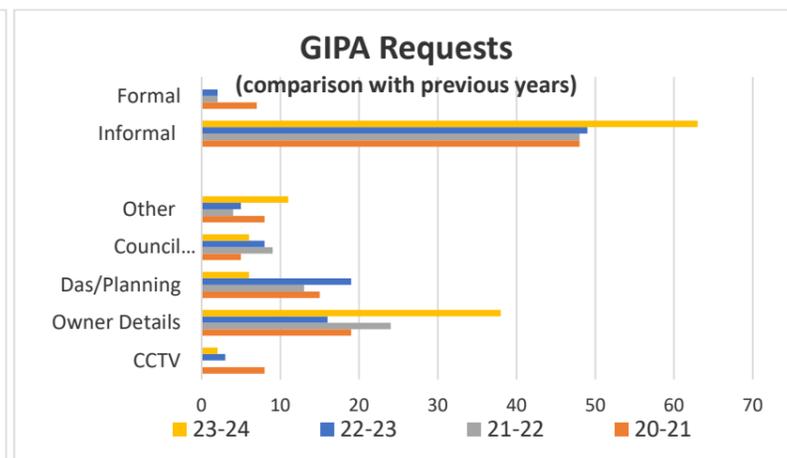
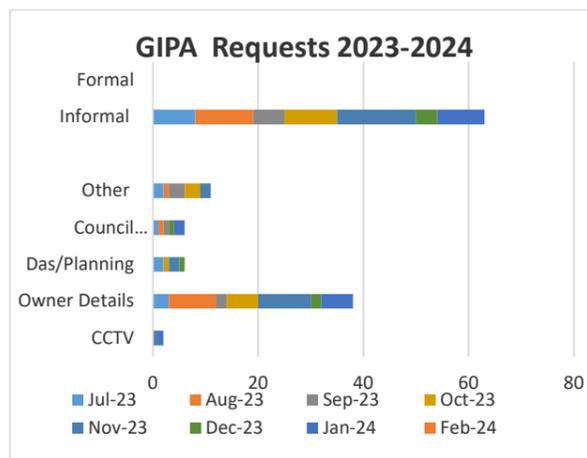
**PART E: Business as Usual**

**PART F: Service Metrics**

**Key Performance Indicators**

Report Against Position Description	Officer	Comments: (Business Manager to provide short precis.)	
Ensure Legislative / regulatory compliance and reporting is met/adhered to.	MGR	<ul style="list-style-type: none"> <li>Ward Boundary Realignment Completed</li> <li>Compliance Register – updated and legislative changes distributed to the relevant officers – ongoing</li> <li>Public Interest Disclosures (PIDs) – Annual return submitted</li> <li>Government Interest (Public Access) Act Return (GIPA) – Annual return submitted</li> <li>Reviewing software to streamline the process</li> <li>Updated Legislative Compliance Register</li> <li>Updated Policy Matrix – to include new legislation</li> <li>Privacy Statement on website and Council documents reviewed</li> <li>Annual Report – Finalised and published to the website as at the 30 November 2023</li> <li>Mandatory Data Breach Notification – webinar attended – preparation of the new rules being developed</li> <li>GIPA Annual Return – Collated and Submitted</li> <li>Code of Conduct Annual Return – completed and submitted - <a href="#">Report for Council</a></li> <li><a href="#">Internal Audit Framework, Internal Audit Charter and Terms of Reference for ARIC – DRAFT for consultation</a></li> </ul>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 10px; height: 10px; background-color: red; border-radius: 50%; margin-bottom: 5px;"></div> <div style="width: 10px; height: 10px; background-color: yellow; border-radius: 50%; margin-bottom: 5px;"></div> <div style="width: 10px; height: 10px; background-color: green; border-radius: 50%; margin-bottom: 5px;"></div> <div style="width: 10px; height: 10px; background-color: green; border-radius: 50%;"></div> </div>
Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented and are actions follow-up.	MGR	<ul style="list-style-type: none"> <li>Risk Register - updated</li> </ul>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 10px; height: 10px; background-color: green; border-radius: 50%;"></div> </div>
Establish adequate insurance cover for Council activities, in consultation with operational managers.	MGR	<ul style="list-style-type: none"> <li>Insurance Policies for 2023-2024 have been finalised</li> <li>2023-2024 Certificates of Currency – available in CM9</li> <li>Technicality due to policy wording (informed by Mutual management) is being investigated</li> </ul>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 10px; height: 10px; background-color: green; border-radius: 50%; margin-bottom: 5px;"></div> <div style="width: 10px; height: 10px; background-color: yellow; border-radius: 50%;"></div> </div>

		<ul style="list-style-type: none"> <li>▶ <a href="#">Insurance Renewal Questionnaires – RECEIVED</a></li> </ul>	
Manage and develop Policies and Procedures	MGR	<ul style="list-style-type: none"> <li>▶ Jul 2023 – Related Party Disclosure Policy – adopted</li> <li>▶ Aug 2023 – Media Policy – adopted</li> <li>▶ Sep 2023 – Contaminated Land Policy – adopted</li> <li>▶ Sep 2023 – Pesticide Use Notification Plan – adopted</li> <li>▶ Oct 2023 – Budget Policy – adopted</li> <li>▶ Oct 2023 – Borrowing Policy – adopted</li> <li>▶ Nov 2023 - Councillors &amp; Employees Interaction Policy - adopted</li> <li>▶ Nov 2023 - Road &amp; Place Name Policy – adopted</li> <li>▶ <a href="#">Nov 2023 - Economic Development Assistance Policy</a></li> </ul>	●
Develop, maintain and report on Council’s suite of Corporate registers	MGR	<ul style="list-style-type: none"> <li>▶ Updated Fraud and Corruption Register</li> <li>▶ 2022-2023 Related Parties – completed</li> <li>▶ Secondary Employment returns – on-going</li> <li>▶ Disclosure of Interest Returns – redacted and placed on the website</li> <li>▶ <b>Informal GIPA requests YTD - 54</b></li> <li>▶ <b>Formal GIPA requests YTD – 0</b></li> <li>▶ <b>Due to a high increase in applications for property details in November the total GIPA request are 16 higher than the same period last year</b></li> </ul>	●
Facilitate the Audit & Risk Committee function of Council	MGR	<ul style="list-style-type: none"> <li>▶ Committee Meeting for the endorsement of the Financial Statements held 18 September 2023</li> <li>▶ 2022-2023 ARIC Annual Report – finalised</li> <li>▶ Meeting held August 2023</li> <li>▶ Meeting held 9 September 2023</li> <li>▶ Meeting held 6 November 2023</li> </ul>	●
Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials	MGR	<ul style="list-style-type: none"> <li>▶ Political Donations Forms – distributed to Councillors</li> <li>▶ <a href="#">Report to Council - Payment of the mayoral allowance when assuming the position of acting mayor</a></li> <li>▶ <a href="#">Report to Council - Circular 24-01 constitutional referendums and council polls</a></li> </ul>	●
Managing the legal services relationships.	MGR	<ul style="list-style-type: none"> <li>▶ Processes under review</li> </ul>	●



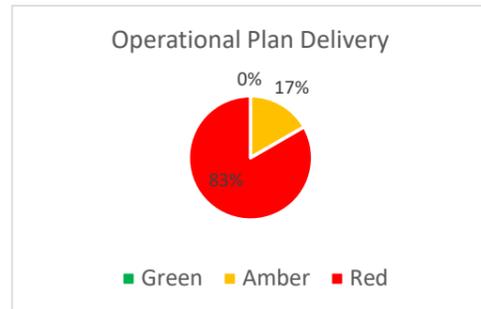
**PART G:** The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

**PART H:** Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

PART A: Section Accountabilities and Team Roles

Manager of IT and Digital Services – Alex Green			Coordinator Technology & Digital Services		
<p>Manage the of the information and communications infrastructure to enable the required connectivity and data exchange requirements.</p> <p>Ensure security of Council information and ICT assets.</p> <p>Provide support services to staff in relation to use of technology.</p>			<p>Coordination of the delivery of IT services to Council</p> <p>Supports the Manager – Technology &amp; Digital Services to deliver the MSP contract, Network, CCTV, Access Control, Radio network and anything else required for council to deliver services to the community.</p>		
Accountabilities			Accountabilities		
Number	SBPO	Accountability	Number	SBPO	Accountability
	B	Public Access Systems		P	IT Asset Procurement & Disposal
	B	IT Networks		P	Existing network systems and corporate business applications
	B	Printing Services		P	Library Management Systems
	B	IT Support		P	IT System Administration
	B	IT System Software & Hardware		P	Portable Assets – IT
	B	Community Safety		P	Printing Services
	B	Portable Assets		P	Point of Sale
	B	Communication Towers & Radio Controls		P	IT – Product Development
	B	Point of Sale		P	IT Support Projects
	B	IT System Administration		P	IT System – Software & Hardware.
	B	IT Asset Procurement & Disposal		P	IT Cabling
	B	IT – Product Development		P	Internal Phone & Internet
	B	Internal Phone and Internet Services		P	Community Safety
	B	IT Cabling		P	IT Security Systems
	B	Library Management Systems		P	Public Access Systems
	B	Drone Registration & Compliance		P	SCADA
	O	Cyber Security		P	Communication Towers & Radio Controls
	O	Point of Sale		P	IT Networks
	O	Printing Services		P	IT Security Systems
	O	IT Asset Procurement and Disposal		O	IT System Maintenance
	O	Library Systems		O	IT System – Software & Hardware
	O	IT Systems		O	Portable Assets – IT
	O	IT Infrastructure & Support to MBI		O	Community Safety
	O	Drone Registration & Compliance		O	IT Security Systems
				O	Internal Phone and Internet Services
				O	Public Access
				O	Communication Towers & Radio Controls
				O	IT Cabling
				O	IT Network Support Services

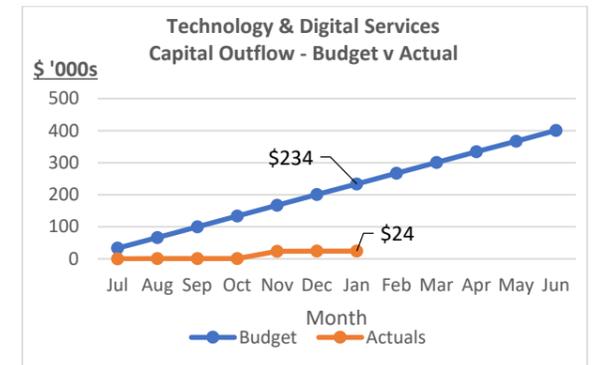
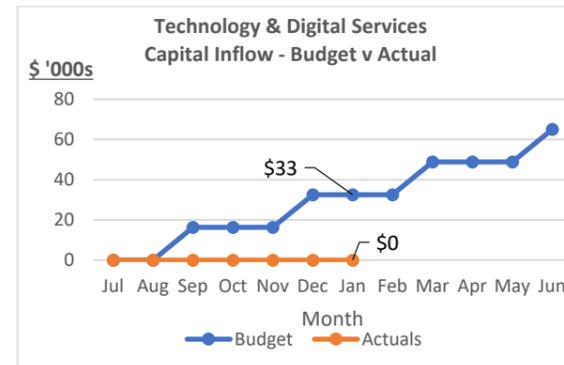
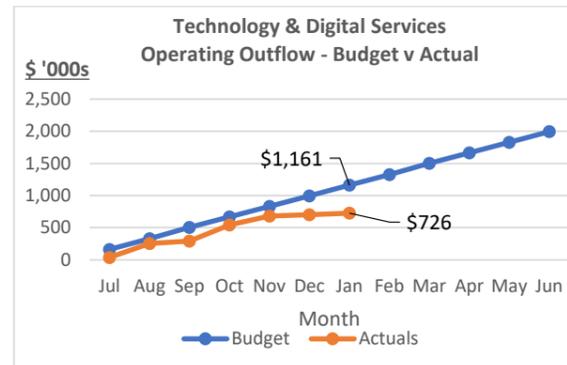
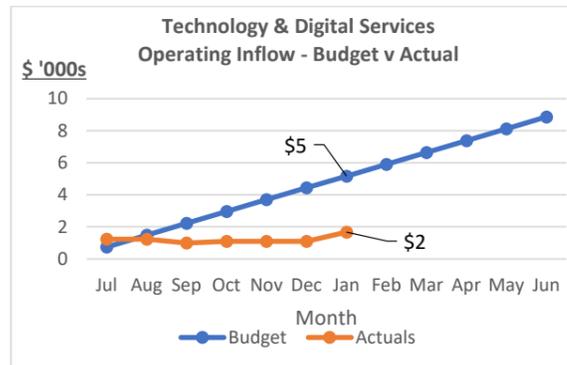
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4 year Delivery Plan, the Technology and Digital Services section relates to: Adequate and appropriate ICT underpins all aspects of a local government's work. It is integral to the delivery of local government services: from the provision of information and advice, to providing better analysis of environmental, demographic and social change for better land use management and planning. ICT also supports local government back office operations, providing data storage, information management, email and mobile communications. The rapid adoption of mobile, on-demand, and social media technologies has changed expectations of service delivery. These developments offer an opportunity for local government to provide services in new ways, and to interact through new modes. Mobile, internet and cloud technologies provide further opportunities for innovation and efficiencies in service delivery.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
<b>3.6 – CCTV Strategy</b>									
Develop and implement a CCTV strategy for all townships. (S DCS)	Deliver	(DP 3.6.1) Develop CCTV strategy.	B: MTDS P: O:	✓				Work in progress: has been slightly delayed by the floods and BAU workload.	●
	Deliver	(DP 3.6.2) Begin installation and management of CCTV devices as identified in the strategy	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●
Develop and implement a Digital Communication and Network Strategy. (S DCS)	Deliver	(DP 6.5.1) Develop an Internal Digital Communication and Network strategy	B: MTDS P: O:	✓	✓			Not yet commenced	●
	Partner, Advocate	(DP 6.5.2) Create local partnerships to advocate for improved and up-to-date Digital Communications for the region	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●
	Deliver, Partner, Advocate	(DP 6.5.3) Advocate for implementation of strategic outcomes across the LGA.	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
Embed mobile devices to capture field data using existing processes. (S DCS)	Deliver	(DP 7.2.2) Investigate mobile devices to capture field data using existing processes	B: MTDS P: O:			✓	✓		●
Use new technology and software to capture information. (S DCS)	Deliver	(DP 7.2.4) Continue surveillance of new and emerging technologies to be incorporated in a timely manner.	B: MTDS P: O:	✓	✓	✓	✓	Not yet commenced	●

**PART C: Financial Outcomes**



**PART D: Project Status**

Projects are ongoing and Cyber Security Review is in the final stages of being awarded.

**PART E: Business as Usual**

<b>ICT PROJECTS Status at the end of January</b>			●	●	●
#	PROJECT	COMMENTS			
1	MATHOURA POOL SALTO INSTALL	Ongoing – Working on issues with comms on water tower	●		
2	MATHOURA REC RESERVE SALTO INSTALL	Ongoing – Working on issues with comms on water tower		●	
3	MATHOURA WAR MEMORIAL BUILDING SALTO INSTALL	Ongoing – Working on issues with comms on water tower	●		
4	MATHOURA TRANSFER STATION SOLAR	Ongoing – Working on issues with comms on water tower		●	
5	TRANSFER STATION SOLAR (4 Sites)	Ongoing – Assessing as funds become available		●	
6	PARALLELS DECOMMISSIONING	Ongoing – Need to wait for Compliance module in TechnologyOne to go live		●	
7	TOOLEYBUC PARK INTERNET (STARLINK)			●	
8	TOOLEYBUC HACC OFFICE SPEED UPGRADE (STARLINK)			●	
9	WAKOOL REC RESERVE INTERNET			●	
10	MOULAMEIN CLEAN UP RECORDS SHED			●	

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	● ● ●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
31/12/2020	Cyber/Security Control – Loss of Information		Develop and test an ICT Disaster Recovery & Business Continuity Plan	●
31/12/2020	Cyber/ Security Control – IT Infrastructure Failure		Develop and test an ICT Disaster Recovery & Business Continuity Plan	●

**PART G:** The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

**PART H:** Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

Team have moved into new ICT Office, still relocating everything from old office.

New computers for roadshow setup and due to be demonstrated to staff that are due to changeover, change of plan here waiting on SWIT to complete device review to offer a multitude of options in Computers and Mobile phones

- Need to assess the risks here in relation to keeping spare computers and phones when we have multiple models.

BAU Workload is still extremely high due to not having a Desktop Support Officer as contracted, this is due to staffing issues at the contractors end

**PART A: Section Accountabilities and Team Roles**

**Manager Property & Procurement - Peter Beaumont**

Provide procurement and property/leasing and tendering related services to the organisation. Ensure compliance with legislative requirements. Develop a high-level framework & monitor policy and procedures including advice, training, templates and support services for both Procurement & Property. Coordinate public tendering to meet legislative requirements and manage Contract Register (GIPA). Provide oversight for Internal procurement probity and audit. Manage supplier relationships. Coordinate purchases and sales of property and facilitate commercial application of property, where appropriate. Develop and manage the Lease Register. Provide oversight for commercial leases and associated issues. Advise on management of crown land. Manage the annual capital and operational budgets.

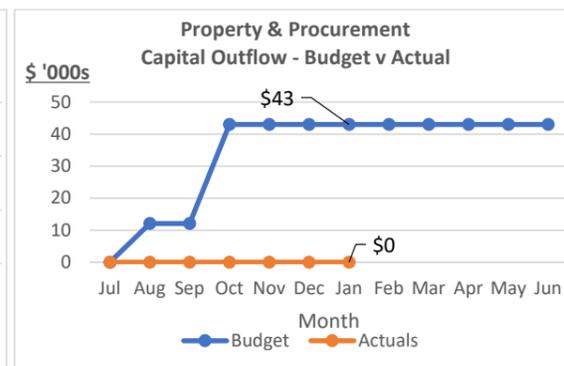
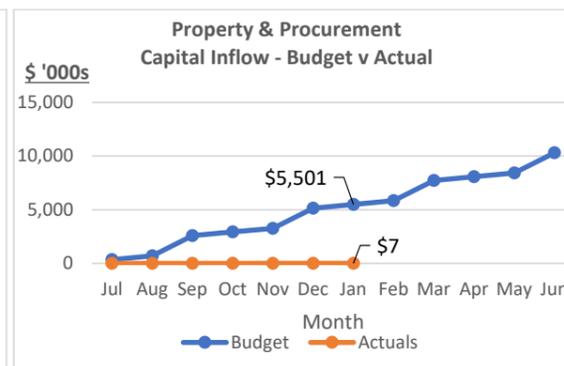
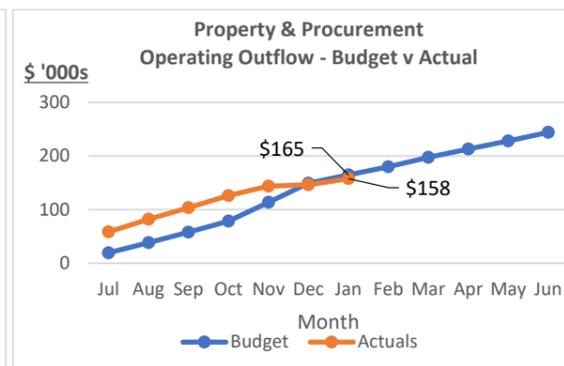
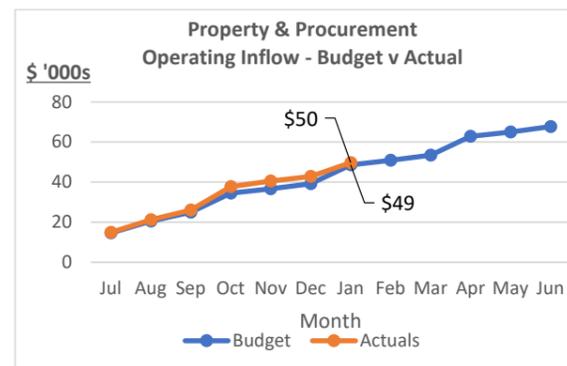
**Accountabilities**

Number	SBPO	Accountability
	B	Office and Stationary Supply
	B	Procurement Advice and Framework
	B	Management of Crown Land
	B	Contracts Advice and Framework
	B	Income Strategy for Commercial Leases
	B	Leasing Management
	B	Land Sales and Procurement Management
	P	Income from Commercial Leases
	P	Leasing Projects
	P	Crown Land Project Management
	P	Retirement Villages
	P	Procurement
	O	Income from Commercial Leases
	O	Procurement Services
	O	Leasing Services
	O	Property Framework
	O	Property Compliance
	O	Crown Land Reserve Management

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

The Procurement and Property Unit relates to: Procurement and Property/Leasing functions. The Corporate Services Directorate directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program. This Business Unit will contribute to other MOR reports as required.

**PART C: Financial Outcomes**



**PART D: Project Status**

Nil projects to report

**PART E: Business as Usual**

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

Nil to report

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

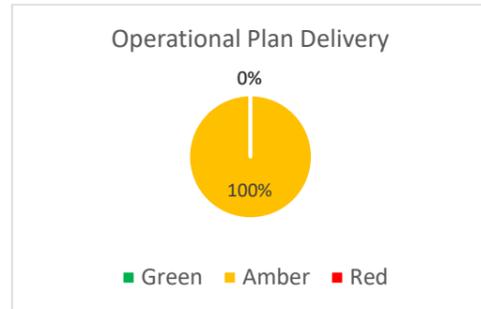
Nil to report

**PART A: Section Accountabilities and Team Roles**

Manager Strategic Assets – (Brodie Goodsell)	Asset Systems Coordinator	Asset Officer																																																																																																
<p>An integration role for big picture and long term, mapping out big infrastructure projects into the future to ensure they link up and are sequenced logically.                      Provide an information and Advisory role to the rest of the organisation on the above.                      Manager Strategic Assets will also ‘map’ the 10-year financial plan, to not only ‘join the dots’ but make sure there is enough money to pay for it at the time the Projects are planned for.                      The keeper of all information related to our assets including Developing, Maintaining the Asset Register                      MRC has 35 Asset types dispersed across the organisation.                      The Assets team provide an advisory and information role to the Business Managers in the organisation.                      They provide a one stop shop for all information capture about all our assets including what they are, how many we have, what they are valued, what condition they are in, how long they will last, what we should be spending on them and when. This assists Business Managers to work out what &amp; how to categorise assets so at budget time listing and getting approval for ‘cluster’ business cases becomes easier.                      Other requirements of the Strategic Assets team include Management of GIS/Mapping, Maintenance Management and Addressing systems and data, Road Naming, Gazettal’s and Closures.</p>	<p>The primary objective of the if the Asset Systems Coordinator to manage the systems and data associated with Murray River Council Assets, GIS, Maintenance Management and Rural Addressing.</p> <p>The GIS/Mapping systems are used to spatially locate all MRC assets and planning areas providing associated data within a mapping system. The Asset Systems Coordinator responsible for keeping this mapping data updated, enabling access and integration to all mapping data across all platforms throughout the business. They are also responsible for managing the Management of Maintenance Management systems which record inspections, defects and accomplishments against council assets.</p>	<p>The primary objective of the if the Asset Officer is to manage the data and requests associated with Murray River Council Assets, Maintenance Management, Rural Addressing, Road Naming, Gazettal’s and Road Closures.</p> <p>Rural Addressing, Road Naming, Gazettal’s and Road Closures must be undertaken in accordance with strict NSW State Government requirements and the Asset Officer is responsible for ensuring these processes are fulfilled at Murray River Council in line with these requirements.</p>																																																																																																
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murray river council Monthly Operational Report – January 2024 Strategic Assets

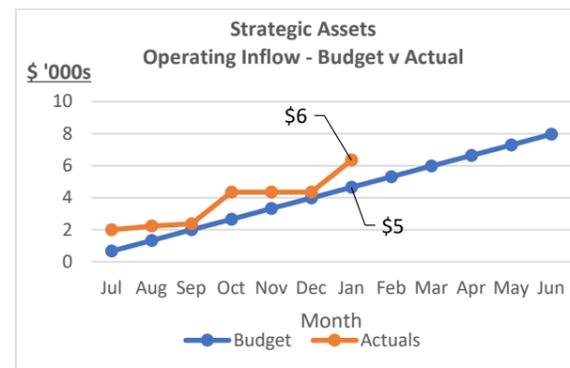
PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4 year Delivery Plan, Strategic Assets relates to: asset investigation, planning, policy formulation and management, as a bureau service to whole organisation. The Corporate Services Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.1 – Enable data access through a Geospatial Interface for internal and external users</b>									
Implement a Geospatial Information System (GIS). (S DCS)	Deliver	(DP 7.1.1) Development of databases with links to internal and external GIS systems.	B: MBI P: MSA O: ASC	✓	✓	✓	✓	Working with Technology One Project implementation team to develop internal and external mapping views via Intramaps. Property data linkages have been updated using new debtor details inside the property module and regular updates from LPI are available through the mapping systems (update and integration works continuing with Technology One & LPI). Internal documentation linkages available, and continuing to be developed, to allow access to design plans, specifications and WAE plans via hyperlinks in Intramaps. Mapping of buried assets now loaded into Before You Dig (BYD) platform for auto-generation of external service requests.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
Use new technology and software to capture information (S DCS)	Deliver	(DP 7.2.5) Strategic Asset Management Plans supporting progressive development utilising emerging industry practises.	B: MSA P: ASC O: ASC	✓	✓	✓	✓	Works underway to review current systems and processes to determine areas for efficiency gains and suitable points of integration and automation. Collaboration with other Technology One SAM sites and adjacent LGAs in progress. BYD platform now live with buried asset data. Discussions held with other LGAs on gifted asset automation, import process established.	●

PART C: Financial Outcomes



**PART D: Project Status**

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	●	●	●
Service Planning	\$397,155	\$11,954	\$385,201	5%	<i>Project Inception</i> – timelines, resourcing and project plan currently being revised. Councillor inception session completed May 2022. Project paused due to lack of internal resources. No longer funded. Will be submitted for budget consideration 24/25.	●		
MRC Energy Planning Project	Externally Funded			40%	Internal Review of Draft Energy Plan – Meeting with DPIE staff occurred 22 February. Timelines, resourcing, and project plan currently being revised. Energy efficiency and Solar power areas now being addressed by MRC Buildings and Facilities Manager	●		

**PART E: Business as Usual**

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	●	●	●
Building, Land, Facility & Plant Assessment Project	\$442,000	\$433,731	\$8,269	100%	<i>Moving to next phase - public consultation.</i> Field work, digital recordings, condition assessment and initial community consultation complete for buildings and open space assets. Final works programs, valuations and asset management plans completed. Recreation Reserve Masterplans complete. Draft Plans of Management completed and Native Title assessment underway. Consultation with Crown Lands continuing. Initial public and staff consultation complete with 627 responses received for open spaces, 123 responses received for Community Buildings and 39 responses received for Operational Buildings. Draft long-term management and rationalisation plans created for Buildings and Parks. Initial Councillor workshops conducted July and September 2022. Additional detailed, location specific Councillor Workshops completed November and December 2022. Final Council report detailing project outcomes and planning proposal requirements approved 28 March 2023. Outstanding components as outlined in the March 2023 Council report section 11.3 (incl. township masterplans, various strategies, public consultation & planning proposal for land reclassification) to be undertaken as separate projects via Strategic Property Specialist and will be reported via MOR 26.			●
Water, Sewer and Stormwater asset Revaluation	\$ 258,500	\$136,520	\$121,980	100%	Review of Water, Sewer and Stormwater assets for Revaluation and to create long term management plans/strategies. Internal data collection complete. External data collection completed. Register data being finalised for valuation. Final complete. AVP and TechOne data load complete.			●
Land Improvement Asset Revaluations	\$100,000	\$83,936	\$16,064	100%	Field work and condition assessment complete for flood protection and riverine assets. Valuation complete. Asset data load complete.			●
Asset Management Strategy Update	BAU			95%	Draft Asset Management Plans completed with detailed review by BU Managers & Directors currently underway. Draft Asset Management Strategy underway awaiting final input from BU Managers & Directors re AM Plans and forward works. Review with Finance staff underway, and planning sessions with BU managers scheduled for Q2/Q3 for budget input for 24/25.		●	
Office Equipment, Furniture & Fittings, and IT Equipment Revaluation	BAU			95%	June 2023 desktop revaluation (indexation) of Office Equipment, Furniture & Fittings and IT Equipment complete. TechOne data load currently underway and scheduled for completion by April 2024.		●	
Buildings and Land Asset data build	BAU			95%	Desktop revaluation (indexation) of Buildings and Land Assets complete. TechOne data load currently underway and scheduled for completion by March 2024.		●	
Other Structures and Swimming Pool revaluation	BAU			95%	June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by March 2024.		●	
Transport Asset Desktop Revaluation	\$50,000	\$35,840	\$14,160	95%	June 2023 valuation complete. Impairment calculations complete. Asset data load currently underway and scheduled for completion by April 2024.		●	
Aerial Imagery Capture	\$28,500		-	90%	2024 Aerial Imagery Capture over Moama scheduled for February 2024. Image capture complete. Image load to Intramaps scheduled for Feb/March 2024.		●	
Water, Sewer and Stormwater asset Revaluation	\$47,300	\$18,450		75%	Comprehensive asset revaluation of Water, Sewer and Stormwater assets (as at 30 June 2024). Internal and external data collection complete. Onsite inspection of all complex assets complete. Draft valuation currently being finalised.		●	

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	●	●	●

murray river council Monthly Operational Report – January 2024 **Strategic Assets**

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

The TechOne build of asset details and asst books continues to progress in conjunction with BAU.

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

PART A: Director Accountabilities and Key Performance Indicators

Director, Community & Economic Development – Sarah Ryan	
Provide leadership and direction in this community facing directorate with a major focus on customer service. Responsibilities include: Provision of customer service including Murray River Council business ` services and triaging for all areas of MRC customer service standards and training. A healthy economy by enabling population growth through business development, investment, employment opportunities and destination marketing, visitor servicing and event development. Acquire grant funding both internally and for external community groups. Providing community service to our senior citizens including community transport, social respite services, meals delivery, home modification and maintenance services and youth engagement services.	
Accountabilities	
SBPO	Accountability
S	Caravan Parks Strategy
S	Retirement Villages
S	Community Safety
S	CED Inter Govt Relations
S	Cemeteries
S	Customer Service
S	Community Services
S	Economic Development & Tourism
S	Abattoirs
S	MRC Financial Assistance Program
B	Child Safe
B	Abattoirs
B	Retirement Villages
B	Cultural Plan
B	CED Intergovernmental Relations
B	Cemeteries
B	Caravan Parks
P	Cemeteries
P	Economic Development
P	Abattoirs
P	Child Safe Audit & Review

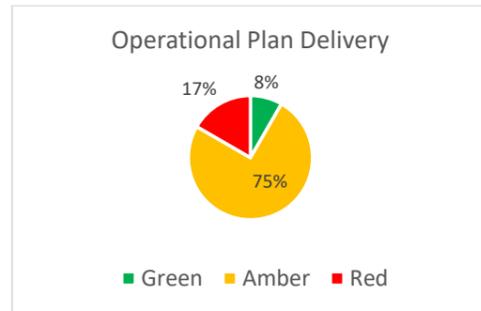
Key Performance Indicators 2023/2024	Evidence/Comments	
By June 2024 Prepare an Economic Development Strategy and Employment Lands Strategy	<p><i>Council's Eco Dev and Tourism team have finalised the 2024 – 2034 Economic Development and Tourism Strategy. The draft strategy was placed on public exhibition for 28 days until 11 January 2024. This resulted in 15 x views and four submissions as well as feedback from neighbouring LGAs and other stakeholders (Edward, Campaspe and MRTB).</i></p> <p><i>Council's officers have appointed a consultant for the development of an Employment Lands Strategy. The focus of the ELS is to ensure that land use and transport activities explicitly reflect the employment and productivity objectives of the NSW Govt. The strategy should also recognise that jobs are an outcome of business activity and investment and that employment strategies will need to support/facilitate same. We anticipate a draft strategy to be complete by February 2024. Workshop held in January to start testing some of the strategies as the basis for future land use decisions.</i></p> <p><i>Moama Meninya Street Project is one of Council's largest projects that will transform the heart of Moama into a vibrant precinct of social and economic activity. Reshaping Meninya Street from a transport thoroughfare into an innovative and sustainable precinct, this project intends to position Moama as a key tourism destination through place making to compliment surrounding markets. Strategically investing in infrastructure, parks and open spaces and surrounding points of interest, Council aims to create a 'sense of place' and support high intensity developments including multi-level and multi-function spaces for business and the community to thrive. A draft prospectus is almost complete.</i></p> <p><i>The strategy aims to support existing business in Moama and those looking to invest in the Meninya Street Precinct in making informed business decisions on developments.</i></p>	●●●
By September 2023, working with the Director of Planning and Environment Replenish iN1 Zoning (Industrial Land)	<i>In addition to strategy development above, DPE and DCED are currently meeting with various landowners to identify parcels of land that may be available to purchase and develop for commercial/industrial opportunities in line with the ELS and EDTS above.</i>	●
Work with Campaspe Shire Council's Director Community to harvest synergies that may exist to expand services and therefore gain scale etc	DCED (and directorate) are looking forward to working collaboratively with Campaspe DC and other neighbouring LGAs on joint projects for mutual outcomes. Campaspe, MRC and CPE entered a new partnership to deliver interim face to face visitor servicing in Echuca – September 2023 through to May 2024. <i>Currently negotiating an extended agreement through to 30 June 2025.</i>	●
By Sept 23 oversee the consultation of the Revenue Taskforce.	Chris Godfrey commenced in the role strategic property specialist. Council to determine opportunities as part of Sustainable MRC.	●
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional issues and policies.	<p>Current advocacy projects:</p> <ul style="list-style-type: none"> <li>-Resurfacing imminent funding required due to impacts of October Flood Event - environmental, social and economic flood support;</li> <li>-Meeting with NEMA and RA to discuss flood recovery and those businesses who have fallen through the funding gaps;</li> <li>-Meeting with Office Local Government;</li> <li>-Loss of capacity due to current flood event;</li> <li>-Draft NSW tourism support packages;</li> <li>-Support for affordable housing;</li> <li>-Support for health and aged care services;</li> <li>-Closure of community banking services;</li> <li>-Regularly hosting Govt Dept visits;</li> <li>-<i>Internet and mobile connectivity – Wakool and Barham</i></li> <li>-<i>up to 8 new wind/solar projects vying for Energy Connect tenders in addition to VNI West.</i></li> </ul>	●
<p>In relation to Tourism:</p> <ul style="list-style-type: none"> <li>• Advocate for the development of MRC at a regional level.</li> <li>• Expand network and zone of influence.</li> <li>• Create synergies leading to improved scale.</li> <li>• Maintain close relationship with service providers (product)</li> <li>• Seek grant opportunities</li> </ul>	<p>Flood recovery advocacy works</p> <p>Renewed partnerships with MRTB</p> <p>Short, medium, long-term strategy to facilitate visitor servicing for River Country and MRC Community</p> <p>Hosted famils DRM/DNSW</p> <p>Received funding through RTAF for new tourism product, public art trail</p> <p>DCED and EDO attended NSW Tourism Awards</p> <p><i>Moama Lights 2024 tickets on sale. Dates confirmed 5-28 July 2024.</i></p> <p><i>Recruiting full time TO.</i></p>	●

Monitor delivery and achievement of client services, projects and initiatives. Ensure these are responsive to client and organisational needs and are well managed in a manner that meets MRC CS statutory, contractual obligations, organisational policies and MRC delivery Program.	BAU	●
Communities are adequately informed to ensure maximised engagement with services and projects. Advocacy for health and wellbeing programs for all residents (all ages and demographics) is monitored.	Social Health and Wellbeing Plan to be updated Regular newsletters Recruiting for a Community Recovery Officer funded for 12 months through Reconstruction Authority	●
In relation to Economic Development: <ul style="list-style-type: none"> <li>Seek to expand our economic footprint</li> <li>Advocate for the maintenance of existing industries through and post crises (emergency grants)</li> <li>Positively engage with industry associations</li> <li>Maintain and improve working relationships with State and Federal Government agencies and bodies.</li> </ul>	DCED attendance at National Economic Development Conference MEDT and EDO completed accredited economic development practitioner training Attendance at DRNSW Investment Attraction Workshop Undertaking EDA Cluster Network Development Training Recovery efforts working with RA DRNSW meetings with businesses in Murray Downs and Tooleybuc New Ministers ICAC Anti Corruption Training EDA Webinar – Smart Specialisation – focus on local key assets Meeting with DRNSW to discuss priorities MRC Finance for non-finance Managers training through Melbourne Business School Meeting with AusIndustry, Port of Melbourne and ARTC to discuss rail upgrades from VIC to NSW <a href="#">Meeting with Junction Rivers and VNI West Consultative Committee</a>	●
Investigate potential for introducing a Community Survey within this term of office.	Engagement will be undertaken with Economic Development & Tourism Strategy	●

**PART A: Section Accountabilities and Team Roles**

Manager Economic Development & Tourism – Beck Hayward	Manager Customer Service – Jodi Lees	Manager Community Services – Leanne Orr	Manager Local Connections – Karen Buckley																																																																																																																								
<p>A healthy economy by enabling population growth through business development, investment, employment opportunities and growth in visitor numbers through destination marketing, visitor servicing and event development.</p> <p>Beck’s role is to support and enhance local business and visitor experiences in MRC.</p> <p>Promoting and facilitating economic development, business and employment opportunities and community development to promote and revitalise the communities within our LGA.</p> <p>Identification of state and federal funding opportunities to implement initiatives.</p> <p>Working with the volunteer committees across our communities to help achieve revitalisation projects such as construction of the new Wakool Bowling Club.</p>	<p>The Manager of Customer Services, provides organisational wide direction for Customer Service, overseeing the customer service team, library team, cemetery services and our internal and external call centre operations.</p> <p>Provision of customer service including Murray River Council business services, Service NSW, Banking Services, V/Line Services, and visitor servicing through council’s service centres.</p>	<p>Providing community service to our senior citizens including community transport, social respite services, meals delivery, home modification and maintenance services and youth engagement services.</p>	<p>Work collaboratively with committees of Council to assist them to meet their obligations as required by S355 of the Local Government Act 1993 and to improve governance, risk mitigation, and long-term sustainability. Monitor and support committees to optimise their viability.</p> <p>Monitor the Aged Care Reforms and develop strategic plans that will enable the continuation of services delivery of frail-aged services under the Commonwealth Home Support Program and Community Transport under the Community Transport Program within the Community Services Department.</p>																																																																																																																								
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4-year Delivery Plan, the Community and Economic Development Directorate relates to: Community development through community engagement and advocacy, Provision of community services to aged, disadvantaged and at-risk members of our communities, Provision of Youth Services, Provision of internal and external Customer services for MRC, Bendigo Bank, WAW Credit Union, VLine Transport services, library services, cemetery services and visitor information services. Business community growth and support services, investment and development support, visitor servicing, destination marketing and Grant procurement and funding.  
The Community and Economic Development Directorate directly oversees the delivery of these outcomes.

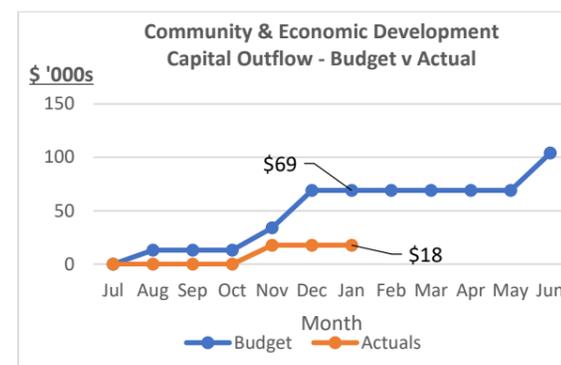
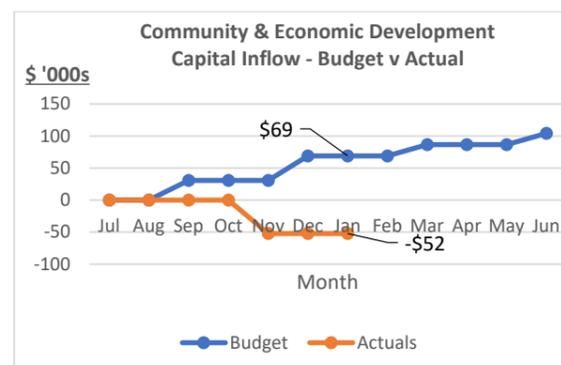
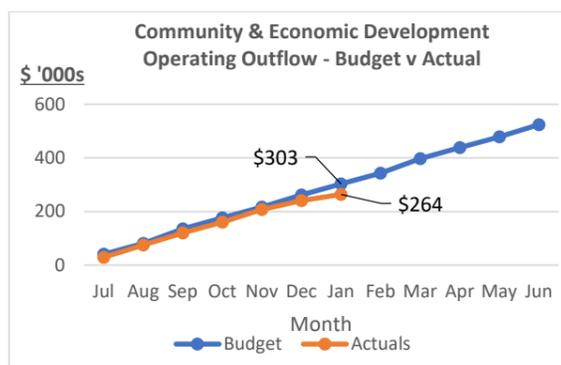
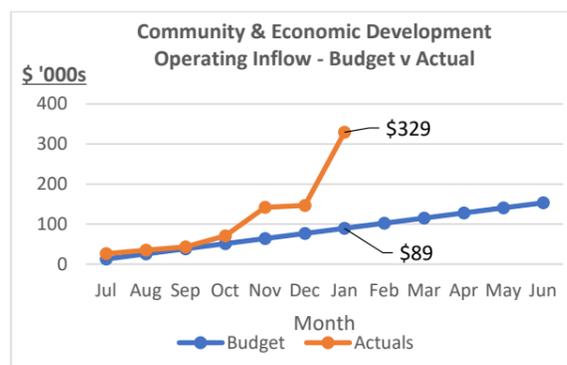
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example.</b>									
2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy (S DCED)	Deliver	(DP 2.5.3) Develop a Child Safe Strategy and implement as per NSW legislation	B: DCED P: O:		✓			Officers participated in Office of the Children’s Guardian (OCG) Supported Assessment Program, a free initiative for the child safe team at the OCG to help with implementation of the Child Safe Standards in Councils under the Children’s Guardian Act 2019. Officers also attended the fourth annual Child Safe Forum for Local Government during Child Protection Week. All staff training undertaken July 2023	●
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
3.3 – Disability Action Plan for Open Spaces / Disability Inclusion Action Plan									
Develop and implement a disability action plan for open spaces including a disability inclusion action plan. (S DCED)	Deliver	(DP 3.3.1) Disability Inclusion Plan developed and embedded into Councils day-to-day operations and design programs.	B: DCED P: O:	✓				Officers investigating Linkages and Capacity Building Program to align actions from the DIAP. Funding would assist with the implementation of actions across MRC. <i>Discussions with All Abilities Org re sporting day initiatives. Formation of external community access and inclusion advisory committee emphasising commitment to fostering inclusivity and accessibility within our community.</i>	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
4.4 – Provide programs for targeted community demographics									
Develop after school programs, Youth engagement programs, computers for seniors etc. (S DCED)	Deliver, Partner, Advocate,	(DP 4.4.2) Investigate the requirement for targeted community programs for various demographics. Deliver programs as identified	B: DCED P: O:		✓	✓	✓	The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services. The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter. Library Services: <i>Barham – School holiday activity Summertime fun and flavours, Story time with Susea Spray, Move and groove. Continue to take bookings for digital help with devices through partnership with Be Connected. Social Book Chat Club meets every Tuesday morning, Move &amp; Groove every Thursday morning.</i> <i>Moulamein – addition of new infinity games table which is an electronic version of traditional board games. New books have arrived.</i> <i>Mathoura – Author Susea Spray attended to read her new book, putting together application for Priority Grant Funding, new signage installed, preschool storytime on Tuesdays, Art and Games group has recommenced.</i> <i>Mobile library returned in January.</i>	●
	Advocate	(DP 4.4.3) Advocate for the implementation of an after-school care program for Mathoura	B: DCED P: O:		✓			Audit of current care programs before, during and after school currently underway	●
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
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 (S DCED)	Deliver	(DP 4.11.1) Strategy developed and implemented	B: DCED P: O:	✓	✓			Social Health and Wellbeing Strategy 2017 under review, draft update in progress	●

Health Services (S DCED)	Advocate	(DP 4.11.5) Advocate for increased availability of Doctors, Community and Rural Nurses, and associate services such as pathology, optometry, equipment hire and Ambulances for various locations across Council	B: DCED P: O:	✓	✓	✓	✓	Attending: LHAC meetings, Campaspe Murray Mental Health Network meetings, Loddon Mallee Public Health Unit (LMPHU) LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Deniliquin Mental Health Awareness Group. Moulamein LHAC Committee members resigned. Community Services Manager submitted EOI to participate in Murrumbidgee Aged Care Consortium <i>Attending Murrumbidgee Health Network Meetings, which meet Bimonthly.</i>	●
Aged Care Services (S DCED)	Advocate	(DP 4.11.6) Advocate for the ongoing investigation and support of local aged care, retirement, special needs, disability and assisted living housing across various locations across Council	B: DCED P: O:		✓	✓		Working collaboratively with Moama Lions Community Village Committee and Mathoura Retirement Village committee. Guidance and support obtained through ACCPA. Consideration will now be given to future models of management. CHSP and TfNSW projects continued to be delivered in line with grant funding. Department of Health grant agreement updated to 30/06/24. Transport for NSW grant funding updated to 30/06/24.	●
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									
Service Provision (S DCED)	Advocate	(DP 4.12.4) Increase advocacy across the region in relation to Community Health Services	B: DCED P: O:		✓	✓			●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									
5.1 – Development of Business Parks / industrial expansion.									
Industrial Expansion (S DSP)	Deliver	(DP 5.1.1) Prepare a business case relating to the expansion of industrial land, business parks and business growth required across the region and implement the findings	B: DSP P: O:	✓	✓	✓	✓	ELS project initiation meeting July 2023. Workshops carried out with internal and external stakeholders to gain local insights. <i>Draft strategy February 2024.</i>	●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									
5.2 – Commercial Investment Strategy.									
Develop a prospectus of commercial investment opportunities. (S DCED)	Advocate	(DP 5.2.2) Advocate for funding for aged care homes across the region	B: DCED P: O:			✓	✓		
	Advocate	(DP 5.2.3) Advocate for increased transport links for local producers	B: DCED P: O:			✓	✓		
	Advocate	(DP 5.2.4) Advocate for and encourage new and diverse industries to the region	B: DCED P: O:	✓	✓	✓	✓	BAU Officers participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.	●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>									
5.4 – Investigate alternative and renewable energy									
Investigate alternative and renewable energy. (S DCED)	Advocate	(DP 5.4.1) Advocate for various renewable energy projects underway and installed across the region	B: DCED P: O:	✓	✓	✓	✓	Officers currently engaged with numerous state significant projects taking place across the LGA. MRC submission to VNI West with feedback regarding route development/project study area for Option 5. VNI regional reference workshop recently presented up to 6 alternative river crossing locations. Option 5A now announced. Submission for feedback on new study submitted.	●
<b>Theme 6 – Goal 3 – Advocate for improved public transport.</b>									
6.6 – Public Transport that connects towns									
Develop a Public Transport Strategy and advocate for implementation. (S DCED)	Deliver, Partner, Advocate	(DP 6.6.1) Develop a Public Transport Strategy for our communities to become interconnected.	B: DCED P: O:		✓	✓		Project commencement delayed. <b>TO MOVE TO OFFICE OF CEO</b>	●

PART C: Financial Outcomes

murray river council Monthly Operational Report – January 2024

Community and Economic Development Directorate



Operating inflow – Moama Riverside Lease paid in full in advance  
 Capital inflow – return of funds on loan for construction of new units – Moama Lions Village, Mathoura Retirement Village  
 Capital outflow – capital funding to be carried over - Liston Caravan Park

PART D: Project Status

Economic Development & Tourism Strategy	<ul style="list-style-type: none"> <li>Business and Economic Conditions Survey conducted. 58 x responses will now inform the development of an action plan to support EDT Strategy;</li> <li>Draft and action plan in final stages, estimated completion end of September;</li> <li>Employment Lands Strategy, project initiation meeting July 2023</li> <li>Economic Development Assistance Policy review complete.</li> <li>Strategy and policy put on public display for the 28-day period. Recommendation for Council to adopt at February meeting.</li> </ul>
Barham Micro Abattoir	<ul style="list-style-type: none"> <li>Construction complete.</li> <li>MDBEDP final report submitted.</li> <li>Occupation Certificate issued. Lease agreement signed by MPMC. Lease commenced 1 September 2023.</li> <li>NSW DPI audit undertaken December 2023</li> </ul>
Australian Open Darts	<ul style="list-style-type: none"> <li>Monday August 14 – Sunday August 20</li> <li>The presentation Dinner - Saturday August 12 following the conclusion of the Australian Championships</li> <li>Winner Economic Development Australia Awards for Initiatives for regions under 15,000 residents for delivery of 2022 event.</li> <li>Not proceeding 2024</li> </ul>
Moama Lights	<ul style="list-style-type: none"> <li>Economic Impact of 2022 event in excess of \$11.5m to local economy.</li> <li>Event launched 30 June</li> <li>Event cancelled due to high water event July 2023</li> <li>Dates confirmed 5-28 July 2024. Tickets on sale.</li> </ul>
Murray Downs Industrial Land	<ul style="list-style-type: none"> <li>Officers in discussion with NSW Aboriginal Land Council and Wemba Wemba LALC</li> </ul>
Section 355 Committees	<ul style="list-style-type: none"> <li>Karen Buckley on secondment from Community Services to work with Section 355 committees to improve governance and risk mitigation</li> <li>Legal advice obtained for Mathoura Retirement Village and Moama Lions Community Village</li> <li>New instruments of delegation and suite of templates developed. Training with committees to commence February 2024.</li> </ul>
Crisis Management	<ul style="list-style-type: none"> <li>Support required for businesses due to October 2022 flood event, ongoing</li> </ul>

PART E: Business as Usual

Customer Service (See detailed Customer Service Report)	<ul style="list-style-type: none"> <li>Customer Experience Strategy to be developed. Customer and stakeholder engaged took place in December followed by a workshop. Four key priorities – people and culture, process and service capability, technology and voice of the customer. Draft strategy complete and currently being reviewed.</li> <li>Proto Partners engaged; customer interviews are currently being conducted</li> <li>MCS attended NSW Local Government Professionals Customer Experience Conference</li> <li>Increase in visitation to Mathoura VBC during January, sales of River Country merchandise up. Customer Service slammed with recent water quality event in Moama. Customer feedback consistent recommending SMS comms for future events. Currently being investigated.</li> </ul>
Community Service (See detailed Community Service Report)	<ul style="list-style-type: none"> <li>After surveying the Moulamein and Wakool communities, a fortnightly shopping/access bus trip will be run from each centre. This service is funded through Transport for New South Wales, Community Transport program which aims to support those living in communities who are transport disadvantaged. Taxi vouchers are also available in the Barham community as part of the Community Transport Program - these services are not age specific and can be used by all community members.</li> <li>In September we held a "Defensive Driver Course" for staff and Volunteers with x 20 participants. This was funded through Transport for New South Wales.</li> </ul>

	<ul style="list-style-type: none"> <li>We have been working with Murray Haven Homes and Barham LHACC to run and ‘Aging Persons Information Day’ to be held in Barham on October 19th, providing information on aged care services in our Local Area, this is to be held in the Barham School of Arts Hall, at 10 am with a Guest Speaker from Centrelink, and 12 other Services from the Area who will be in attendance, ranging from Health Services, Podiatry, Hearing, Murray River Council – Community Services, Legal;</li> <li>MCS attended Community Transport Organisation Conference in Port Macquarie</li> <li>Social support – 1162 hours – respite, group activities, 1:1 supports including wellness checks/phone calls and supported shopping</li> <li>Meals – 325</li> <li>Home maintenance – 21 hours</li> <li>Home modifications - \$1,115</li> <li>Transport – 738 trips</li> <li>YHub continues in Moulamein with young people provided the opportunity for social participation – various activities and a light meal is provided. An average of 8 younger people attend each week.</li> <li>Clients attended Balranald Senior Citz to a mini performance By the Hoffmans in January.</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>Australia Day grant funding secured</li> <li>Scoped new art project with South West Arts for Naidoc Week 2024</li> <li>International Women’s Day tickets on sale</li> <li>MRC community grants open</li> <li>Australia day events successfully delivered</li> </ul>
Economic Development (See detailed Economic Development & Tourism Report)	<ul style="list-style-type: none"> <li>New Moama Market operator appointed</li> <li>Support for Moulamein Heritage Village proposed opening, Barham Art Gallery discussions,</li> <li>Campaspe Murray Business Awards planning well underway</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>TO collaborating with Campaspe Shire to host the Volvo Car Club National Rally in 2024 and Backroads trail to coordinate updated brochure.</li> <li>Local Aboriginal artist engaged for Moama Lights and River Country branding</li> <li>Advancements River Country Art Trail – steering committee formation, engagement with stakeholders, logo design explored</li> <li>Southern 80 planning</li> <li>Recuriting full time tourism officer</li> </ul>

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
14/11/2023	New Moama Preschool	Council has resolved to move forward with the project subject to a significant capital contribution by the MDPS.	<ul style="list-style-type: none"> <li>Construction complete.</li> <li>Lease agreement finalised.</li> <li>New term commencement February 2024</li> </ul>	
14/11/2023	Barham Micro Abattoir	<p>Construction complete. OC issued in May. Lease commenced 1 September.</p> <p>If MPMC takes up the lease and fails to operate the micro abattoir it is in breach of the Lease and Council could terminate the Lease if the breach was not remedied and/or refuse to allow the exercise of the option to transfer the premises to MPMC. If either the Agreement or Lease is terminated, Council could sell the premises or lease the premises to an alternative provider. MPMC is required to pay to Council the rent for the full term of the Lease subject to an obligation of Council to use its ‘best reasonable endeavours’ to find an alternative tenant. Council is not under any obligation to repay any money to MPMC in relation to the Agreement Fee or the sale price.</p>	<ul style="list-style-type: none"> <li>Murray Plains Meat Cooperative Food Safety Program approved by DPI.</li> <li>NSW Practical audit undertaken December 2023</li> </ul>	

Council resolutions completed

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 23/01/2024	SECTION 355 COMMITTEE MEETING MINUTES AS AT DECEMBER 2023	<a href="#">130124</a>	<p><b>RESOLUTION 130124</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council receive and note the December 2023 Section 355 Committee Report.</p>	Buckley, Karen
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 12/12/2023	Southern Cross Care - Social Purpose Proposal	<a href="#">191223</a>	<p><b>RESOLUTION 191223</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive and note the Social Purpose Proposal by Southern Cross Care NSW and ACT; and</li> <li>2. Delegate authority to the CEO to obtain a valuation on the land at 82 Regent Street Moama pending a further report to Council with options for disposal of the land.</li> </ol>	Ryan, Sarah
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Draft Economic Development & Tourism Strategy 2023-2028	<a href="#">261123</a>	<p><b>RESOLUTION 261123</b></p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Endorse the Draft Murray River Council Economic Development and Tourism Strategy for public exhibition for the 28 day period noting that a further report will be brought back to Council to present the outcomes of the public exhibition process.</li> </ol>	Ryan, Sarah
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 12/12/2023	Update - Replenishment of Industrial Land in Moama	<a href="#">181223</a>	<b>RESOLUTION 181223</b>	Ryan, Sarah

Moved: Cr Dennis Gleeson
Seconded: Cr Nikki Cohen
That the Officer’s update on replenishment of industrial land in Moama be received and noted by Council.
<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Country University Centre	<a href="#">271123</a>	<p><b>RESOLUTION 271123</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Provide ongoing support for the development of the Country Universities Centres Southern Riverina (“CUC”) and endorse the work being done by the Steering Committee to apply for the Regional University Study Hubs grant on behalf of all four Local Government areas;</li> <li>2. Further acknowledges the development of the CUC Board which will provide the overarching governance structure for the project;</li> <li>3. Authorise the CEO to approach members of the community to be on Local Advisory Committee for the CUC; and</li> <li>4. Nominate a Councillor to apply for a position on the Board to represent the Murray River Council Local Government Area.</li> </ol>	Ryan, Sarah
				<b>CARRIED</b>

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/11/2023	Economic Development Assistance Policy	<a href="#">311123</a>	<p><b>RESOLUTION 311123</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council resolve to adopt the updated Murray River Council Economic Development Assistance Policy (POL-600.V#2) and place it on public display for public comment for 28 days.</p>	Ryan, Sarah
				<b>CARRIED</b>

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/09/2023	Mathoura Retirement Village Committee of Management	<a href="#">310923</a>	<p><b>RESOLUTION 310923</b></p> <p>Moved: Cr Chris Bilkey</p> <p>Seconded: Cr Thomas Weyrich</p> <p><b>Alternative Resolution 3 became the recommendation of Council.</b></p> <p>That Murray River Council resolve to appoint an independent third party to undertake an evaluation on the manner in which the management of the Mathoura Retirement Village by the Mathoura Retirement Village Committee of Management established under Section 355 of the Local Government Act 1998 has been undertaken, provide an</p>	Ryan, Sarah

opinion on the capacity of the current Committee of Management to continue to manage the Retirement Village, and identify the risks borne by Council in continuing the current arrangements; the resulting finding and recommendations to be presented to Council.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/04/2022	Commercial Development Enquiries - Murray Downs	<a href="#">240422</a>	<p><b>MOTION</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council</p> <ol style="list-style-type: none"> <li>Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to RUS Village.</li> <li>Include \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal</li> <li>Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.</li> </ol> <p><b>RESOLUTION 240422</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p><b>AMENDMENT TO MOTION</b></p> <ol style="list-style-type: none"> <li>Take steps to rezone the 3.8Ha land on Moulamein Road Swan Hill to an appropriate zoning.</li> <li>Include \$50,000 in the 2022/2023 budget to cover the cost of rezoning and development of a subdivision proposal</li> <li>Provide a further report to council when the rezoning is completed, and the subdivision proposal has been prepared.</li> </ol> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich, Frank Crawley, Kron Nicholas, Geoff Wise and Dennis Gleeson</p> <p><u>Against:</u> Nil</p>	Ryan, Sarah
				CARRIED 8/0
				CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/02/2020	Murray Downs Land - Compulsory Acquisition	<a href="#">220220</a>	<p><b>RESOLUTION 220220</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Geoff Wise</p> <p>That the Council:</p> <ol style="list-style-type: none"> <li>Agree to proceed with the compulsory acquisition of the 20Ha site located on the Swan Hill to Moulamein Road at Murray Downs for the purpose of future development of a business/industrial park or other appropriate use.</li> <li>Agree to offer the Local Aboriginal Land Council two lots, totalling not more than 5000sqm, free of charge within the completed development for the purposes of conducting retail or wholesale trade or manufacturing.</li> <li>Upon finalisation of the acquisition of the land, the land be classified as "Operational" land in accordance with Section 31 (2) of the NSW Local Government Act 1993.</li> <li>Delegate authority to the Mayor and General Manager to sign and apply the Common Seal of Council to all documentation relating to the purchase of the land.</li> </ol>	Ryan, Sarah
				CARRIED

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

*Australia Day celebrations across the LGA*



*Our Economic Development Officer Julia and her partner Todd welcomed a little girl named Georgie.*



*What a cutie!!*

*Moama Preschool opened to students.*



**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

*Highlights*

- Moama Preschool opened to Students.
- Successful Australia Day events across the LGA

*Challenges*

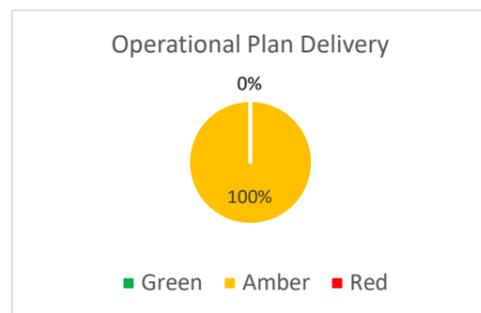
- Council officers are currently engaged with eight proposed new solar and wind farm state significant projects all vying for successful Energy Connect tenders. Engagement activities taxing on resources.
- Transgrid VNI West – advocating on behalf of communities directly impacted by proposed draft route. Submissions open until 4 March 2024.
- Barham Micro Abattoir NSW DPI audit undertaken in December. The results did not meet acceptable audit standards across all categories and recommendations from the audit include improvements to fit out, process control and pre-requisite programs. Currently working with Contractor and Murray Plains Meat Cooperative to implement recommendations.

murray river council Monthly Operational Report – January 2024 **Community Services**

**PART A: Section Accountabilities and Team Roles**

Acting Manager Community Services - Leanne Orr	Quality and Administration Officer	Team Leader Social/Respite Services	Community Transport/Meals Co-Ordinator	Coordinator Home Support	Administration Officer	Youth Engagement Officer																																																																																																																								
Maintain operations of the Community Services Program as the 3 - all areas 2 - all areas except for Quality Services	Monitor, Develop and assist "actioners" to Implement actions from the Community Services – Continuous Improvement Plan, to ensure compliance of service delivery within respective Commonwealth and State Govt Programs – within the scope of services delivered within Community Services. C.I.Plan measures against: - the Commonwealth Aged Care Standards and - the NSW Childsafe Standards	Provide co-ordination of services delivery of frail-aged services under the Commonwealth Home Support Program within the Community Services Department	Provide co-ordination of services delivery to clients receiving Community Transport and Meals Delivered services																																																																																																																											
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



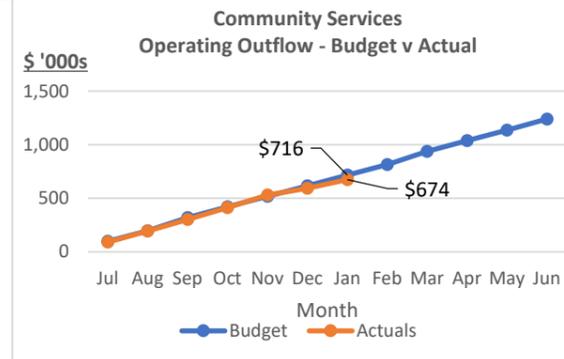
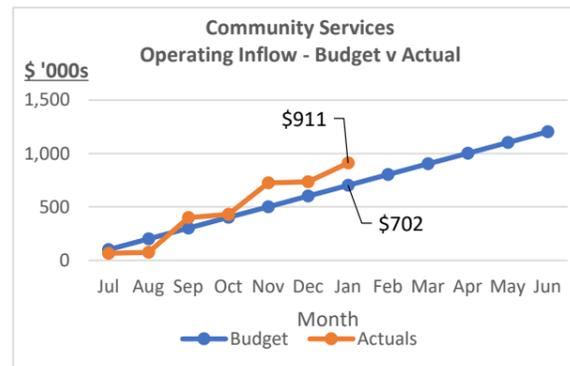
- Under the 4 year Delivery Plan, the Community Services Unit relates to:
1. deliver safe, sustainable human/social services to residents through our contract agreements held by both State and Australian Commonwealth Governments.
  2. identify and advocate for increased (external) services, in areas where there are evident gaps in service delivery.

The Community and Economic Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
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. (S DCED)	Deliver	(DP 4.2.1) Development of a Youth Forum	B: MCS P: YEO O: YEO		✓			Social programs currently being delivered by our Community Services Team include but not limited too, Assisted Shopping, Chair Based Exercises, Lunch and Drive Outings, Cuppa and Chat, Cuppa and Cards, Social outings to the Cinema's in SwanHill and also 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 depending in demand it will run weekly.	
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
4.3 – Health and Wellbeing program options for all residents									
Engage with Murrumbidgee Local Health Network and cross border equivalents. (S DCED)	Advocate	(DP 4.3.1) Advocate for health and wellbeing programs for all residents (all ages and demographics)	B: MCS P: MCS O: MCS	✓	✓	✓	✓	Attending: LHAC meetings, Campaspe Murray Mental Health Network meetings, Loddon Mallee Public Health Unit (LMPHU) LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Deniliquin Mental Health Awareness Group, and also the Murrumbidge Health Network Meetings, which meet Bi Monthly.	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
4.4 – Provide programs for targeted community demographics									
Develop after school programs, Youth engagement programs, computers for seniors etc (S DCED)	Advocate	(DP 4.4.1) Advocate for youth activities / youth group / youth centres in various locations across Council	B: MCS P: YEO/TL O: YEO/TL		✓			Our YHub group in Moulamein runs each Friday afternoon/evening providing social participation for youth in this area. School Holiday excursions are also provided if we have capacity to do so. Youth Week Programs are also offered in different locations, depending of funding allocations. We are aware of a Grant Opportunity which we are working on now, applications open in February 2024.	
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
4.11 – Community Health and Wellbeing Services including: Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).									
Continue to deliver the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council. (S DCED)	Deliver	(DP 4.11.2) Programs delivered in line with funding	B: MCS P: MCS O: MCS	✓	✓			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 updated to 30/06/25	●
Health Services (S DCED)	Advocate	(DP 4.11.3) Advocate for better promotion of mental health services at various locations across Council	B: MCS P: MSC O: MSC		✓	✓		Attend local Mental Health Meetings and Forums, and also the Murrumbidge Health Network Meetings.	
	Advocate	(DP 4.11.4) Advocate for Garden of Hope Mental Health Project	B: MCS P: MSC O: MSC		✓				
Community Health (S DCED)	Deliver	(DP 4.11.7) Develop a program to recognise and address loneliness across the Council region.	B: MCS P: MSC O: MSC			✓			
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.									
Service Provision (S DCED)	Advocate	(DP 4.12.1) Advocate for community based mental health first aid courses to be run across various locations within the LGA	B: MCS P: MSC O: MSC		✓	✓		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	
<b>Theme 6 – Goal 3 – Advocate for improved public transport.</b>									
6.6 – Public Transport that connects towns									

Continue to deliver Community Transport options to a variety of community members. (S DCED)	Advocate	(DP 6.7.1) Continued use of Community Transport Services	B: MCS P: MCS O: CHS	✓	Community Transport (CTP) is available to transport disadvantaged person in our Area's. this includes the Moulamein to SwanHill bus, which runs fortnightly, and the Wakool Express which runs to Deniliquin and SwanHill 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.
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**PART C: Financial Outcomes**



**PART D: Project Status**

**PART E: Business as Usual**

During January 2024 the Community Services team delivered the following supports:  
 Social Support – 1162 hours - Social support consists of group activities, Respite services, as well as 1:1 supports including wellness checks/phone calls and supported shopping etc.  
 Meals – 325 meals – 21 hours Home Maintenance – Home Modifications - \$1115.00 and Transport – 738 One Way trips

YHub continues in Moulamein with young people provided the opportunity for social participation – various activities and a light meal is provided. An average of 8 younger people attend each week. Yhub had a break over Christmas, returning on Feb 2<sup>nd</sup> with 12 Members in attendance.

**Social Activities**

In January, Moama clients have been having their regular shopping outings on Tuesdays and Wednesdays. There has been a significant increase in requests or requirement for 1:1 support. This means staff will take individual clients shopping and assist with their support needs separately, and then take the shopping group.

So far this year social outings from Moama have taken clients to Cobram and Deniliquin as well as for drives around local streets or areas that they might not otherwise see.

Mathoura shoppers have been travelling sometimes to Deniliquin and on other occasions to Echuca so that they can experience the variety of shops and cafes. Each town offers a different range of opportunities to find what they are looking for, from groceries, to clothing and gifts.

Tooleybuc and Moulamein clients were invited by the Balranald Senior Citizens to a 'mini' performance by 'The Hoffman's' on Thursday 18th January. Also attending were Moulamein and Balranald residential Aged care services. It was an entertaining opportunity to socialise and a great time was had by all who attended and participated.

Barham Cuppa and Chat clients were treated to a themed morning Tea for Australia Day where they all sang the National Anthem with gusto and without song sheets! It was lovely to see them all having such a wonderful time together.



**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
			● ● ●

murray river council Monthly Operational Report – January 2024 **Community Services**

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

**Staff**

In January, Michelle Lightbody was engaged as a casual team member. Michelle was, until a few years ago a volunteer with the Home Support program in Tooleybuc and prior to that was employed by the Wakool Council with the Home and Community Care Program. It's great to have her back working. She has already filled the role of transport co-ordinator during a staff member's leave, and is currently working with our Youth Program in Moulamein on a Friday afternoon to cover staff leave. If someone else takes leave we'll be calling on her again.

**Client Satisfaction Survey 2023** - Community Services distributed a survey to all Community Services clients at the end of 2023. It was in circulation for about 6 weeks. 39 responses were received. Anonymity was an option for survey recipients so it was pleasing to receive mostly positive feedback. Clients were extremely satisfied and grateful for the services provide by our MRC Commonwealth Home Support Program. A summary of the survey results has been distributed to Community Services staff, clients and to Councillors. There are 3 points being addressed all of which are discussed in the survey summary.

**Refresher training and First Aid/ CPR training** – Training days are scheduled for 19<sup>th</sup> and 20<sup>th</sup> February for all Community Services staff and volunteers. This will be a refresher on current procedures and practices within Community Services. The day will particularly focus on revised Transport Procedures as well as keeping First Aid & CPR accreditation up to date.

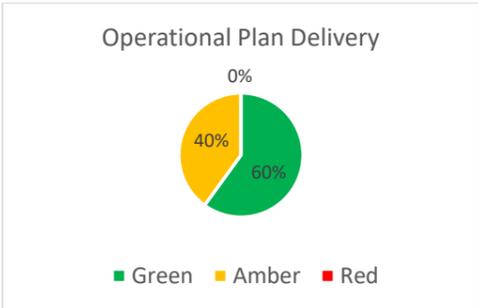
**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

murray river council Monthly Operational Report – January 2024 **Customer Service**

**PART A: Section Accountabilities and Team Roles**

Manager Customer Service – Jodi Lees	Coordinator Customer Service – Roger Pinson																																																																								
<p>The Manager of Customer Services, provides organisational wide direction for Customer Service, in particular overseeing the customer service team, library team and our internal and external call centre operations.</p> <p>Business agencies, including Service NSW, V Line, Bendigo Bank and WAW Bank are available through our 4 in-house Customer Service locations.</p>	<p>Working closely with the Manager of Customer Service, this role provides daily operational support to the customer services team</p>																																																																								
<p><b>Accountabilities</b></p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>B</td><td>Venue Hire Management</td></tr> <tr><td>B</td><td>Customer First Contact Management</td></tr> <tr><td>B</td><td>Customer Satisfaction</td></tr> <tr><td>B</td><td>Customer Services</td></tr> <tr><td>B</td><td>Business Agencies</td></tr> <tr><td>B</td><td>Public Library Service</td></tr> <tr><td>P</td><td>Venue Hire</td></tr> <tr><td>P</td><td>Customer Service</td></tr> <tr><td>P</td><td>Business Agencies</td></tr> <tr><td>P</td><td>Customer Satisfaction</td></tr> <tr><td>P</td><td>Public Library</td></tr> <tr><td>P</td><td>First Contact of Customers</td></tr> <tr><td>O</td><td>Internal Call Centre</td></tr> <tr><td>O</td><td>Public Library Programs</td></tr> <tr><td>O</td><td>Visitor Information Service (Mathoura)</td></tr> <tr><td>O</td><td>Customer Satisfaction Reporting</td></tr> <tr><td>O</td><td>Business Agencies</td></tr> <tr><td>O</td><td>Cash Handling</td></tr> <tr><td>O</td><td>Customer Experience</td></tr> <tr><td>O</td><td>Engage with Undertaker and Families</td></tr> <tr><td>O</td><td>Volunteer Engagement Cemeteries</td></tr> <tr><td>O</td><td>Plot Administration</td></tr> </tbody> </table>	SBPO	Accountability	B	Venue Hire Management	B	Customer First Contact Management	B	Customer Satisfaction	B	Customer Services	B	Business Agencies	B	Public Library Service	P	Venue Hire	P	Customer Service	P	Business Agencies	P	Customer Satisfaction	P	Public Library	P	First Contact of Customers	O	Internal Call Centre	O	Public Library Programs	O	Visitor Information Service (Mathoura)	O	Customer Satisfaction Reporting	O	Business Agencies	O	Cash Handling	O	Customer Experience	O	Engage with Undertaker and Families	O	Volunteer Engagement Cemeteries	O	Plot Administration	<p><b>Accountabilities</b></p> <table border="1"> <thead> <tr> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td>O</td><td>Bookings of all other Recreation Reserve Facilities &amp; Sports Fields</td></tr> <tr><td>O</td><td>Venue Bookings and availability and rules and regs and financial transactions</td></tr> <tr><td>O</td><td>Closing out Customer Enquiries</td></tr> <tr><td>O</td><td>Collection, Record Management &amp; Distribution of Hard Copy Mail</td></tr> <tr><td>O</td><td>Customer Counter Services</td></tr> <tr><td>O</td><td>Customer Point of Enquiry Service Delivery</td></tr> <tr><td>O</td><td>Coordination of User Groups for Recreation Reserves and Sporting Fields, eg Footy Clubs</td></tr> <tr><td>O</td><td>Community Halls and meeting rooms hire service</td></tr> <tr><td>O</td><td>Bookings of Moama Recreation Reserve Facilities and Sports Fields</td></tr> <tr><td>O</td><td>Public Library Operations Service</td></tr> <tr><td>O</td><td>Public Library Programs Service</td></tr> <tr><td>O</td><td>Facility and Meeting Space Hire</td></tr> </tbody> </table>	SBPO	Accountability	O	Bookings of all other Recreation Reserve Facilities & Sports Fields	O	Venue Bookings and availability and rules and regs and financial transactions	O	Closing out Customer Enquiries	O	Collection, Record Management & Distribution of Hard Copy Mail	O	Customer Counter Services	O	Customer Point of Enquiry Service Delivery	O	Coordination of User Groups for Recreation Reserves and Sporting Fields, eg Footy Clubs	O	Community Halls and meeting rooms hire service	O	Bookings of Moama Recreation Reserve Facilities and Sports Fields	O	Public Library Operations Service	O	Public Library Programs Service	O	Facility and Meeting Space Hire
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4 year Delivery Plan, the Customer Service Unit relates to: Customer Service, Library Services, Business Agencies, After Hours Call Centre. The Community and Economic Development Directorate directly oversees the delivery of these outcomes.

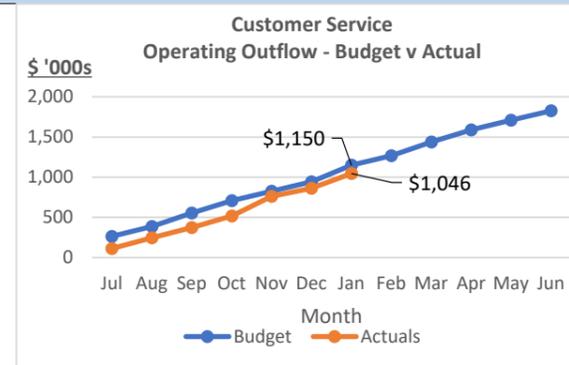
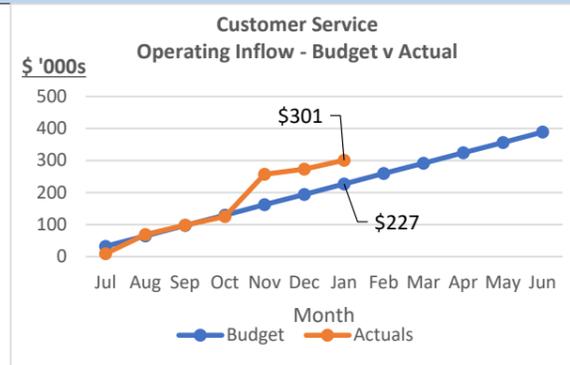
murray river council Monthly Operational Report – January 2024 Customer Service

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.1 – Visitor and Resident information</b>									
Development of a Community Directory and general information relevant to Council and local services. (S DCED)	Deliver, Partner Advocate	(DP 2.1.1) Ensure Service NSW services are communicated and frequently visit outlying locations	B: MCUSS P: MCUSS O:MCUSS	✓	✓			<ul style="list-style-type: none"> <li>Service NSW services are offered in Barham, Moama and Moulamein.</li> <li>The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services.</li> <li>The Service NSW Mobile Customer Service Centre visits Tooleybuc and Mathoura once a quarter.</li> <li>All visitations are advertised on social media and via flyers.</li> </ul>	●
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.2 – Provide a variety of options on how people can contact Council</b>									
Develop a community access/engagement strategy including digital platforms and by phone. (S DCED)	Deliver	(DP 2.2.1) Ensure face to face service centres are retained across the region	B: MCUSS P: MCUSS O: CCUSS	✓					●
	Deliver	(DP 2.2.2) In addition to online information capture – continue to use paper-based forms for non-tech savvy community members	B: MCUSS P: MCUSS O: CCUSS	✓					●
	Deliver	(DP 2.2.3) Develop a community access/engagement strategy including digital platforms and by phone. Implement a customer satisfaction annual survey and rating system to note service satisfaction with Council services	B: MCUSS P: MCUSS O: MCUSS		✓	✓	✓	<ul style="list-style-type: none"> <li>Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which will encompass digital platforms.</li> <li>Voice of Customer surveys commenced in 2022-23 fourth quarter to measure satisfaction rates and track customer journey.</li> </ul>	●
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.3 – Customer Service Charter</b>									
Develop and implement a fully integrated Customer Relationship Management (CRM) process and system (S DCED)	Deliver	(DP 2.3.1) Customer Service Charter to be aligned and implemented across Council's Business Units	B: MCUSS P: MCUSS O:MCUSS	✓				<ul style="list-style-type: none"> <li>Implementation of a Customer Service Charter delayed until we have had established our Customer Experience Strategy which incorporates Community and MRC consultation. This will enable us to create a Charter which will define the standards customers can expect and provide an obtainable Service Level Agreement.</li> </ul>	●
	Deliver	(DP 2.3.2) All Council staff to undertake and complete Customer Service Training	B: MCUSS P: MCUSS OMCUSS		✓	✓		<ul style="list-style-type: none"> <li>In consultation with HR.</li> <li>Customer Service presentation on Dealing with Unacceptable Behaviour took place at the all staff training day and has been rolled out to those who were not present.</li> </ul>	
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>									
<b>3.12 – Cemeteries / commemoration</b>									
Cemeteries have an identifiable level of service and standard across the Council area. (S DCED)	Deliver	(DP 3.12.1) Investigate level of services and complete an asset review for all of Councils cemeteries.	B: MCUSS P: MCUSS O: MCUSS		✓			<ul style="list-style-type: none"> <li>Review commenced and ongoing by CT Management in conjunction with the Revenue Taskforce and council asset assessments.</li> </ul>	●
<b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b>									
<b>4.2 – Formation of Networks - training and networking to fulfil social function and spark migration of ideas</b>									
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.3) Increase social interaction / library programs	B: MCUSS P: MCUSS O: CCUSS	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Each Library runs programs targeted to the community. We have regular Book Club, Move and Groove, Friday games, Games, Cuppa and Chat, Art Group, school holiday activities and special event months.</li> <li>Tech Savvy for Seniors programs in Barham and Mathoura.</li> </ul>	●
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>									
<b>4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.</b>									

murray river council Monthly Operational Report – January 2024 Customer Service

Service Provision (\$ DCED)	Advocate	(DP 4.12.2) Advocate for increased access to government services in smaller communities across Council - i.e. Service NSW, Services Australia	B: MCUSS P: MCUSS O: MCUSS	✓	• Response received from Service NSW who declined to include Service NSW accessibility within the Mobile Library due to having three Service Centres in LGA.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>						
<b>7.3 – Apply data sources to improve corporate decision making.</b>						
Enable interoperability between internal and Smart City systems (\$ DCED)	Deliver	(DP 7.3.3) Use AI on recorded calls to provide feedback on customer satisfaction	B: MCUSS P: MCUSS O: MCUSS	✓		

**PART C: Financial Outcomes**



**PART D: Project Status**

**Customer Experience Strategy:** Proto Partners have been engaged to assist with the design and development of a Customer Experience Strategy that will address key issues and challenges and provide a clear vision of the direction the organisation needs to take and the key initiatives that will support its delivery. This strategy will provide a clear roadmap that reflects the vision of delivering an improved customer experience across all areas of the business and meets the community's needs now and into the future. The Customer Experience Strategy will create alignment within the organisation, an understanding of what is of most value to MRC customers, and improve customer experience, agent experience, efficiencies and performance outcomes. Implementation of a Customer Experience Strategy will create and foster a customer centric culture. The strategy will review our current customer experience and provide an action plan for improvements, measures and clarity on creating a customer centric culture, and will be based on insights from research, metrics and targeted engagement with employees and customers. This will also assist with the development of a Customer Service Charter that will outline our commitment to external customers based on customer expectations and achievable service level agreements as defined in the charter and meet the requirement for the annual Customer service Survey.

During October, Murray River Council have supplied Proto Partners with our Community Strategic Plan, Vision, Mission and Values, policies, and strategies, and current projects so they understand our vision and direction. We have provided a list of the technology we use and technology we are investigating for insights into our current and future operating processes and how these will assist us in providing service and creating efficiencies. Proto Partners also have the results of our Voice of Customer surveys so they can understand key customer challenges and feedback prior to engaging with our customers. Customer interviews are currently being conducted by Proto Partners who will gain a strong understanding of the current customer experience to identify what is of most value to Murray River Council customers and what is not, to determine pain points or Moments of Truth across our customers journeys and provide clarity on what areas and actions Council need to focus on or improve to bring about change. Staff engagement will take place in the upcoming month. Proto Partners will be conducting interviews with some staff to ensure that their requirements are considered and to understand critical issues and drivers, to determine gaps and potential areas of opportunity for further development. In addition to this we will be holding a 2.5 hour Vision Workshop to agree on the Design Challenge and the 8 Growth Drivers that will assist in the creation of the Murray River Council Customer Experience Vision.

During November, Proto Partners have conducted interviews with staff to gain specific insights from key stakeholders and decision-makers within the organisation. Proto held a workshop with the Manager and Executive Leadership teams to gain a better understanding of how the business works, what MRC's business goals are and how we see the current service offer working. The session provided an opportunity for attendees to look at growth business drivers which include Offer – Products and Services, Delivery – Customer Experience and Channels & Platforms, Organisation – People & Structure and Processes & Systems, and Value – Business Model and Financial & Data Models. The team had the opportunity to provide feedback around these areas relating to "What Works Well" and "What Does Not Work Well" for an overview of our successes and outline the problems that need to be solved. The team was highly engaged during the workshop providing great insights, identifying actionable opportunities to improve service delivery that solves customers' and staff's challenges and working together to create a Customer Experience Vision that aligns with MRC's Mission, Vision and Values.

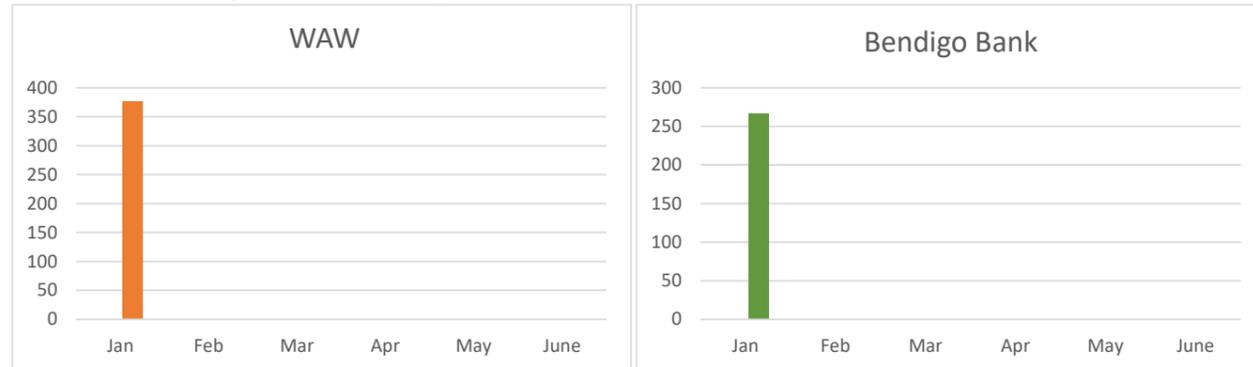
Customer and Stakeholder engagement took place in December and were finalised. A 2 hour workshop was held via teams mid December to look at the outcomes of the initial workshop and interviews. Four areas of development are People and Culture, Process and Service Capability, Technology and Voice of the Customer under which included 10-12 initiatives. Attendees were asked to vote on what they believed the top 5 initiatives were and once finalised were tasked with determining what the experience was currently like and what we would like the experience to be as well as what it will take to reach the end goal. All this information will be collated and will assist in the development of the strategy. The draft strategy will be completed and sent to Council for review at the end of the month.

*We have received the internal strategy draft which is currently under review. An external document will be developed from this over the coming months in line with the Customer Service review process.*

murray river council Monthly Operational Report – January 2024 Customer Service

PART E: Business as Usual

WAW and Bendigo Bank Monthly Transaction Statistics



WAW Moulamein

Month	Jan	Feb	Mar	Apr	May	June
WAW Number transactions	377	0	0	0	0	0
WAW non dep.wdl transactions	20					

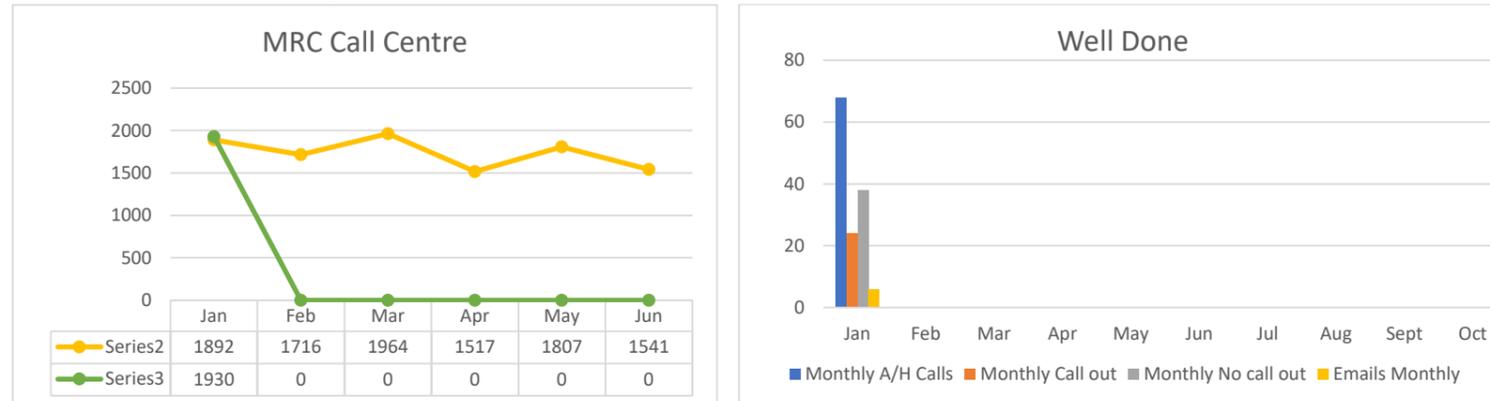
Bendigo Bank Mathoura

Month	Jan	Feb	Mar	Apr	May	June
Bendigo Number transactions	267	0	0	0	0	0
Bendigo non dep. wdl. transactions	162					

WAW recorded 377 transactions for January which equates to 21 transactions per day. Transactions are any type of interaction into or out of a customer’s account that is visible in recorded data, for example deposits, withdrawals, BPay’s, external and internal transfers between accounts, new account and term deposits, account closures etc. This also includes counting coin, verifying treasury, filling out change orders which generally require a withdrawal or deposit somewhere, either into a customer account or through the treasuries. Non deposit and withdrawal transactions include balance checks, enquiries, paperwork and phone calls.

Bendigo Bank recorded 267 transactions for January equating to 15 transactions per day. Transactions with Bendigo Bank are deposit, withdrawals and transfers. Non deposit transactions include treasury transfers, coin counting, change orders, balance checks and passbook updates, ordering of deposit books, new accounts, term deposits, enquiries, paperwork and phone calls.

MRC Call Centre Monthly Statistics



Mathoura Call Centre

Month	Jan	Feb	Mar	Apr	May	Jun
Monthly total answered	1930					
Monthly total unanswered	30					

Well Done

Month	Jan	Feb	Mar	Apr	May	Jun
Monthly A/H Calls	68					
Monthly Call out	24					
Monthly No call out	38					
Emails Monthly	6					

January MRC Call Centre transactions rose in comparison to the previous years. Many calls were in relation to water pressure and the boil water advice in Moama. We also saw an increase in water billing queries. Our call centre averaged 107 calls per day. All unanswered calls are flagged for call back by the customer service team and are completed in a timely manner. Our call centre team are also responsible for the Voice of Customer feedback calls as well as the Bendigo Banking services, tourist information, Mathoura library and council services and Services Australia assistance.

The After Hours call centre received 68 calls for January with 24 call outs, 6 emails and 2 calls referred to other agencies. The call outs were made to Rangers and Compliance, Water and Sewer and Alarms. These figures decreased by 22 calls in comparison to last year.

V/Line

Barham CSC conducted 81 V/Line ticket sales in the month of January. Since the reduction in ticket pricing in 2023, we have seen steady sales figures for V/Line. While people have the availability to purchase tickets online they don’t have the means to print their ticket and many attend the office to have the Customer Service team print their tickets for them. The closest V/Line agent to the area is the Gannawarra Shire office in Kerang.

**Service Requests**

Service Requests	747
Finalised	620
Phone Messages	398 (included in Service Request figures)
Snap Send Solve	55 (included in Service Request figures)

**Complaints**

We received 6 complaints for the month of January. 4 of these were as a result of the flooding in Moama, 2 residents lodging complaints about the water pressure and 2 residents lodging complaints about not receiving notification about the boil water alert. These residents were contacted and their concerns were taken onboard. Adjustments were made that increased water pressure in Moama and in relation to the notification, we advised that we were investigating systems that would allow us to send SMS and email messaging out to communicate advisory notifications to residents. The other two complaints were about drainage and rates and these were resolved by the relevant teams.

**Cemeteries**

We had a total of 3 interments and 3 plaque installations for January.

Cemetery	Interment	Plaques	Occupied	Vacant	Reserved
Barham	2 Burials	3	1335	480	59 (69 Unavailable)
Mathoura Lawn	1 Burial	0	167	63	2 (1 Unavailable)
Mathoura Pioneer	0	0	429	313	16
Moama	0	0	1892	1333	119 (80 Unavailable)
Moulamein	0	0	443	277	7
Tooleybuc	0	0	149	195	33

**Tourism**

We had an increase in visitation at the Mathoura Visitor and Business Centre over the January period and with the arrival of new merchandise this month, we have had reasonable sales. There were multiple sales of River Country Tourism merchandise which we received during the last week of December. Items sold were tea towels, stickers, postcards, and most people bought more than 1 item. Barham office also noted an increase of tourism enquiries in January as well.

**Libraries**

**Barham Library:** Our school holiday activity "Summertime fun and flavours" was thoroughly enjoyed by all attendees on Tuesday 9<sup>th</sup> January and a big thank you to our wonderful volunteers for their assistance on the day. We had a special Storytime session on Thursday 18<sup>th</sup> January 2024 with Susea Spray which was well supported with 15 children and 19 adults attending. Susea shared her picture book "A Big Blue Boat" and this followed with some fun songs and craft. Everyone had a lovely time and learnt a lot about living on a boat at sea. Move & Groove has once again seen the children enjoy some lovely stories read by one of our wonderful volunteers during January and craft activities were enjoyed. We continue to take bookings for Digital help for people with their devices etc. through our partnership with Be Connected and the Digital Mentoring program. The Cryptic Crossword workshops have been running every Friday afternoon at 1.30pm. Participants are enjoying learning the tricks to easily solve these elusive puzzles whilst enjoying each other's company. Afternoon tea is provided, and this is a free workshop, iPads are available for use. The Social Book Chat group has been meeting every Tuesday morning at 11.00am and enjoy catching up on what everyone is reading and lots of discussion on current events. Everyone is welcome to join in. Barham Library conducted 9882 borrowing transactions between July and December 2023.

**Moulamein Library:** Moulamein library has been a hit through January thanks to the new addition of the infinity games table. This table is an electronic version of the traditional board games and the attendees, both young and old, are loving it. The parents have been joining in battling younger participants in a game of connect 4 or monopoly. We have implemented rules around the table to ensure fairness and allowing everyone the opportunity to participate. Pokemon, a trading card game which was the most popular game last year, has been put on the back burner for the time being and has been replaced with Minecraft. Minecraft is made up of blocks, creatures and community and is a game that encourages participants to use their imagination and creativity to build things online and can be interactive. Participants have been asking our library assistant to give them a theme park or a haunted castle which then they spend hours building and these are judged prior to going home time. New books have been arriving and the shelves have undergone a makeover to make room for all the new books that have been arriving. New books are always exciting. The library is also an outlet for the community who need assistance and this was the case for a resident who needed assistance applying for a NSW gun licence. Our library assistant was approached because the resident is not confident on a computer and required help.

The Moulamein Library conducted 1237 borrowing transactions between July and December 2023.

**Mathoura Library:** Author Susea Spray attended on the 18<sup>th</sup> January to read her book The Big Blue Boat. We had 12 attendees who enjoyed the story time and activities and the afternoon was a big success. We are currently in the process of compiling a list of new collection items for this year's Priority Grant Funding and new library signage has been placed out giving our customers a clearer layout on where different books are located. We have been requesting customer feedback on favourite authors to enable us a better idea on what people would like to see in the library to assist with our collection. We have received strong support for our book club expressions of interest and have commenced contacting people to discuss times for this activity and we are also in discussions with the preschool regarding holding story time on a Tuesday every month. The Art Group and Games Day Group has recommenced.

The Mathoura Library conducted 1374 borrowing transactions between July and December 2023.

**Mobile Library:** Mobile library recommenced its rotation on the 16<sup>th</sup> January. It was a little quiet due to the school holidays and we expect this will improve with school back and normal schedule on the next rotation.

The Mobile Library conducted 1096 borrowing transactions between July and December 2023.

Our library teams work tirelessly to ensure that the library is a safe place for community members and visitors to go to borrow books, attend a program, socialise and most importantly, build connections. Our volunteers feel a sense of purpose and community engagement which allows them to build relationships with other members. Our libraries are an integral part of our communities.

### Service NSW Statistics

SNSW Transactions 23/24	Quarter 1				Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
	GLS	OLGR	Drives	Total					
Barham	18	8	1306	1332	6300	1332	84.57%	4968	21%
Moama	102	53	4492	4647	16700	4647	111.31%	12053	28%
Moulamein	3	3	428	434	2900	434	59.86%	2466	15%
SNSW Transactions 23/24	Quarter 2				Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
	GLS	OLGR	Drives	Total					
Barham	34	23	1413	1470	6300	2802	89%	3498	44%
Moama	96	85	4403	4584	16700	9231	111%	7469	55%
Moulamein	9	2	547	558	2900	992	68%	1908	34%
SNSW Transactions 22/23	Quarter 1				Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
	GLS	OLGR	Drives	Total					
Barham	29	5	1314	1348	6300	1348	91.39%	4952	21%
Moama	96	47	4500	4643	16700	4643	103.18%	12057	28%
Moulamein	5	4	515	524	2900	524	95.27%	2376	18%

GLS – Service NSW: Office of Fair Trading, Maritime, Owner Builder applications, NCAT, Births Deaths & Marriages, Associations, Seniors Cards

OLGR – Office Liquor, Gaming & Racing: Responsible Service of Alcohol, Responsible Conduct of Gambling

Drives – Transport for NSW: Driver Licensing, Vehicle Registration, Mobility Parking Scheme, Firearms, Security, Commercial Agents & Private Inquiry Agent Licensing, Working with Children Checks

*New targets for our Service NSW agencies came into effect as of the 1<sup>st</sup> January. These targets have been adjusted to reflect the rate of transactions being processed by each area. Growth and online services have had an impact on face to face service provision and the adjustments will assist agencies to achieve more realistic targets. Moving forward our targets for each agency have been adjusted as follows:*

Barham 5900  
Moama 18000  
Moulamein 2200

### Voice of Customer

*We contacted a total of 77 customers who submitted service requests during December with 44 responses and 23 who were unavailable to take part of in the survey. Our Satisfaction result was 87% while our Helpful and Clear Advice scored 87% as well. We had positive feedback from 3 customers and 1 neutral comment.*

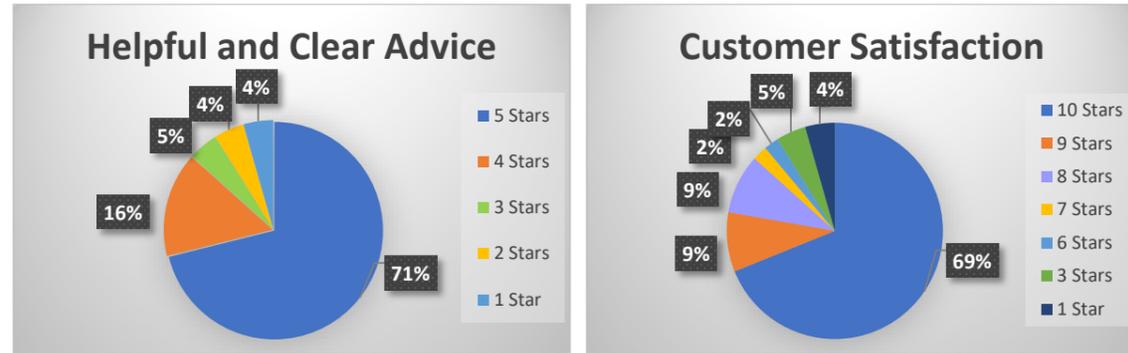
*Revised permit application: "Did not hear from MRC but solved question so hired an independent company to assist."*

*Road issue: "Excellent Service."*

*Leaking meter: "Super happy."*

*Direct debit request: "Very happy, thanks."*

murray river council Monthly Operational Report – January 2024 Customer Service



Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
	Business Agency coverage – various Customer Service Centres require staff with specific skills to provide agency support Barham CSC – Council, Allianz, Service NSW, V/Line Barham Library – Library services Mathoura CSC – Council, Library, Bendigo Bank, Visitor Information Centre (Tourism), Call Centre, Services Australia Moama CSC – Council, Service NSW Moulamein CSC – Council, WAW Credit Union, Service NSW, Allianz Moulamein Library – Library services	Roster accordingly utilising staff who have the required skills where possible	Multi skill staff across all Business Agency Units that they may attend	●●●
	Mobile Library	One trained operator	Source and train second driver to cover leave. Need to have the same skillset. Suitable staff member has expressed interest. Alternatively, seek a HR driver to drive the Mobile Library and have a fully trained Library and Customer Service Officer travel with them to provide service	●●●

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Complaint	Action Undertaken	
			●●●

PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Fact

Recognition for a couple of our team members were received in January. Receiving positive feedback from customers is wonderful as it validates that our standard service and interactions are appreciated by those who experience them, even when we haven't made any changes to our usual approach.

Our Customer Service Officer in Barham received feedback via Service NSW commending her on providing exceptional, efficient service whilst assisting a very anxious "L" plate licence tester. The feedback also stated that the officer was extremely patient and was very encouraging, that they were extremely glad they had a fantastic service so close to home (within 30mins) it made the whole experience successful and was an efficient service being able to complete the whole transaction including payment and photos at the same place.

In Mathoura one of our call centre team members received an email from a customer thanking her for her excellent service provision.

**Moulamein Library** school holiday fun



**Barham Library** a great turnout for author Susea Spray



**Barham Library** craft time and healthy eating options



**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)****Customer Service Centres**

*We saw an increase in visitation to the Mathoura Visitor and Business Centre over the January period with reasonable sales of River Country Tourism merchandise after receiving the products during the last week of December. Tea towels, stickers and postcards were popular and most people purchased more than 1 item.*

*A lot of queries in all customer service centres regarding water billing and challenges regarding making payments due to biller code changes.*

*A large number of calls through the Call Centre regarding the recent quality of water in Moama. Customer feedback was consistent recommending MRC should have a system in place whereby they are advised by either Email or SMS when events such as these occur. This is being investigated through Tech One and consideration of an upgrade of our telephony system.*

*Barham saw an increase in tourism enquiries throughout January and Service Requests seemed to increase especially in regard to roads after the unprecedented rain events we have had.*

**Customer Experience:** Proto Partners have been engaged by MRC to assist with the design of a Customer Experience Strategy. Proto Partners will engage with key internal and external stakeholders to determine gaps and gain an understanding of critical issues and provide clarity on what is of most value to MRC customers and employees. We will work together to review our current experience and provide an action plan for improvements, measures and clarity on creating a customer centric culture. The Customer Experience Strategy will provide a clear roadmap reflecting MRC's vision of delivering an improved customer experience across all areas of the business and will meet the needs of the community now and into the future.

During October, Murray River Council have supplied our Community Strategic Plan, Vision, Mission and Values, policies, and strategies, and current projects to Proto Partners so they understand our vision and direction. We have provided a list of the technology we use and technology we are investigating for insights into our current and future operating processes and how these will assist us in providing service and creating efficiencies. Proto Partners also have the results of our Voice of Customer surveys so they can understand key customer challenges and feedback prior to engaging with our customers. Customer interviews are currently being conducted by Proto Partners who will gain a strong understanding of the current customer experience to identify what is of most value to Murray River Council customers and what is not, to determine point points or Moments of Truth across our customers journeys and provide clarity on what areas and actions Council need to focus on or improve to bring about change.

Staff engagement will take place in the upcoming month. Proto Partners will be conducting interviews with some staff to ensure that their requirements are taken into account and to understand critical issues and drivers, to determine gaps and potential areas of opportunity for further development. In addition to this we will be holding a 2.5 hour Vision Workshop to agree on the Design Challenge and the 8 Growth Drivers that will assist in the creation of the Murray River Council Customer Experience Vision.

During November, Proto Partners have conducted interviews with staff to gain specific insights from key stakeholders and decision-makers within the organisation. Proto held a workshop with the Manager and Executive Leadership teams to gain a better understanding of how the business works, what MRC's business goals are and how we see the current service offer working. The session provided an opportunity for attendees to look at growth business drivers which include Offer – Products and Services, Delivery – Customer Experience and Channels & Platforms, Organisation – People & Structure and Processes & Systems, and Value – Business Model and Financial & Data Models. The team had the opportunity to provide feedback around these areas relating to "What Works Well" and "What Does Not Work Well" for an overview of our successes and outline the problems that need to be solved. The team was highly engaged during the workshop providing great insights, identifying actionable opportunities to improve service delivery that solves customers' and staff's challenges and working together to create a Customer Experience Vision that aligns with MRC's Mission, Vision and Values.

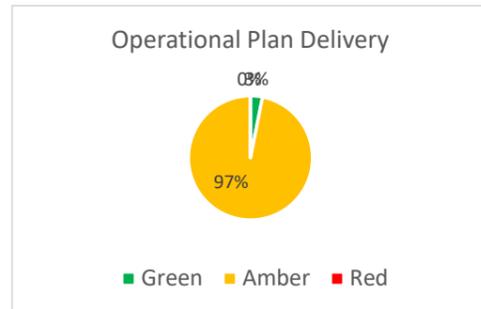
Customer and Stakeholder engagement took place in December and were finalised. A 2 hour workshop was held via teams mid December to look at the outcomes of the initial workshop and interviews. Four areas of development are People and Culture, Process and Service Capability, Technology and Voice of the Customer under which included 10-12 initiatives. Attendees were asked to vote on what they believed the top 5 initiatives were and once finalised were tasked with determining what the experience was currently like and what we would like the experience to be as well as what it will take to reach the end goal. All this information will be collated and will assist in the development of the strategy. The draft strategy will be completed and sent to Council for review at the end of the month.

*We have received the internal strategy draft which is currently under review. An external document will be developed from this over the coming months in line with the Customer Service review process.*

PART A: Section Accountabilities and Team Roles

Manager of Economic Development and Tourism – Beck Hayward	Economic Development Officer	Economic Development and Tourism Officer	Grants Officer	Business Unit Support Officer																																																																																																								
<p>This role is to support and enhance local business and visitor experiences in MRC.</p> <p>Promoting and facilitating economic development, business and employment opportunities and community development in order to promote and revitalise the communities within our LGA.</p> <p>Identification of state and federal funding opportunities to implement Council’s priority projects and working with volunteer committees across our communities to help achieve revitalisation projects.</p>	<p>This role is required to build and maintain a variety of collaborative working relationships with business groups, community organisations, local governments and other external stakeholders.</p> <p>Working with community groups, local businesses, and government agencies to facilitate planning, economic and community development and events at a local level.</p> <p>The position also provides support to other regional projects and initiatives as required.</p>	<p>This role to support and grow the prosperity of our region by encouraging and identifying economic development opportunities, with a focus on tourism.</p> <p>Market the local government area, develop quality tourism products and services and guide the activities of local tourism organisations to increase visitation to the region, enhance the visitor experience and contribute to the local economy.</p>	<p>This role is responsible for researching and writing innovative funding submissions in line with Murray River Council’s policies and procedures. The role offers support to all areas of the business as well as external stakeholders, businesses and community groups, aligning key projects to available funding opportunities.</p> <p>Meeting with local business operating and community groups to identify funding opportunities;</p> <p>Supporting internal departments to apply for funding to drive new projects;</p> <p>Working within tight timeframes to submit innovative funding applications;</p>	<p>This role provides administrative assistance to Director of Community and Eco Dev as well as Manager Eco Dev and Tourism. The role is responsible for coordinating community events and provides administrative assistance as required to wider Eco Dev team.</p> <p>Key contact for Section 355 committees.</p> <p>Diary management for the Director of Community and Economic Development;</p>																																																																																																								
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4 year Delivery Plan, the Economic Development and Tourism actions relate to strengthening economic growth and prosperity.

Council has a wide range of economic objectives to assist positioning MRC as a great place to live, work, invest and visit. The Economic Development and Tourism Strategy will be achieved in a sustainable and financially responsible way that allows flexibility and responsiveness in an ever-changing economic environment.

The Strategy is based on four goals:

- Encourage and support economic development;
- Develop strong and resilient communities;
- Promote and grow tourism;
- Partnering with industry and government to promote and nurture innovation;

The Community and Economic Development Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.1 – Visitor and Resident information</b>									
Development of a Community Directory and general information relevant to Council and local services. (S DCED)	Deliver	(DP 2.1.2) Investigate subscription-based program for online community directory	B: MEDT P: O:	✓				Due to the administration resources required and out-of-date nature of a community directory, the eco dev team will consider different options to make information about community groups available to the public.  This project ties in with the Live Here, Work Here, Play Here project, to be delivered in 2023-24.	●
<b>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</b>									
<b>2.6 – Improve externally provided information and communication.</b>									
Further develop and enhance public communication materials. (S DCED)	Partner Advocate	(DP 2.6.3) Investigate and provide a report on relocation of the information centre in Moulamein to the Moulamein Heritage Village	B: MEDT P: O:		✓			To do.	●
	Deliver, Partner, Advocate	(DP 2.6.6) Investigate and undertake a business case for creating a Community Directory including 1. housing or ‘New to town’ concierge service Trades directory	B: MEDT P: O:		✓			Due to the administration resources required and out-of-date nature of a community directory, the eco dev team will consider different options to make information about community groups available to the public.  This project ties in with the Live Here, Work Here, Play Here project, to be delivered in 2023-24.	●
	Deliver	(DP 2.6.7) Service signage at front of MRC buildings (what services are available at each location)	B: MEDT P: O:	✓				Council buildings have signage. In November new signage was installed at the Mathoura Visitor and Business Centre.	●
<b>Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).</b>									
<b>2.8 – Community and Council collaboration</b>									
Increased interaction with Communities. (S DCED)	Advocate	(DP 2.8.2) Provide additional information to community relating to grant opportunities for community driven projects (eg Goodnight Wetlands)	B: MEDT P: O:	✓	✓	✓	✓	ONGOING  Grant opportunities are communicated to community groups via direct contact and also via the community email newsletters, sent each month.  During October two newsletters were sent to our business database to promote: <ul style="list-style-type: none"> <li>• Small Business Month (including video message from guest speaker Michael Licenblat)</li> <li>• Australia Day Awards</li> <li>• Open and upcoming grant opportunities</li> <li>• Local events and workshops</li> </ul> During December, two newsletters were distributed, with the following content: 6 Dec:	●

							<ul style="list-style-type: none"> <li>MRC - Christmas/NY closures, Christmas in River Country, ELS, FOGO for business</li> <li>Small business cyber security</li> <li>Strive 4 Sustainability Scorecard for eligible NSW visitor economy businesses</li> <li>CUC Initiative</li> <li>Active &amp; Creative Kids voucher program</li> <li>Grants - 10 opportunities</li> <li>Regional Events for December</li> </ul> <p>22 Dec:</p> <ul style="list-style-type: none"> <li>MRC - Christmas/NY Closures reminder, Christmas in River Country, ELS, FOGO for business</li> <li>Active &amp; Creative Kids voucher program</li> <li>Grants - 8 opportunities</li> <li>Regional Events for December to Feb</li> <li>Australia Day flyer</li> <li>IWD Picnic flyer</li> </ul> <p>In December Council's Grants Officer met with Moama RSL and Club Barham to assist them in submitting applications under the EV Charging Stations Grant.</p> <p><i>During January one newsletter was distributed including the following content:</i></p> <ul style="list-style-type: none"> <li><i>International Women's Day event in Barham.</i></li> <li><i>Trending business topics for 2024</i></li> <li><i>An upcoming marketing workshop</i></li> <li><i>How to become a Creative Kids provider</i></li> <li><i>Current grant programs</i></li> <li><i>Tourism marketing campaign</i></li> <li><i>Upcoming events</i></li> </ul>	
		(DP 2.8.3) Further develop partnerships with local community groups to implement community driven projects	B: MCE P: MCE O: MCE	✓	✓	✓	<p>ONGOING</p> <p>During July, economic development staff met with and worked with the Barham Water Tower Art Committee. During July economic development staff discussed event planning with various community groups and event organisers.</p> <p>During August economic development as staff met with:</p> <ul style="list-style-type: none"> <li>Barham community members about the Arts and Culture Strategy.</li> <li>Spoke with River Country Art Trail Steering Committee members to discuss the project status.</li> <li>Spoke with Tooleybuc Harvest Festival Committee to coordinate event delivery.</li> </ul> <p>Council's Tourism Officer is collaborating with Campaspe Shire staff to host the Volvo Car Clubs National Rally in the region in 2024 and is working with the Backroads Trail committee to coordinate an updated Backroads Trail Brochure.</p> <p>During October Economic Development engaged with:</p> <ul style="list-style-type: none"> <li>Wakool Progress Association Members</li> <li>Barham Water Tower Art Committee</li> <li>Caldwell Hall Committee</li> <li>Tooleybuc Harvest Festival</li> <li>Mathoura Speed Shear Committee - to provide support and enhance awareness of the event, encouraging both competitors and spectators and to provide assistance on the day due to lack of volunteers.</li> </ul> <p>During December staff met and worked with the following groups:</p> <ul style="list-style-type: none"> <li>River Country Art Trail Steering Committees</li> <li>Barham Consolidated Executive Committee</li> </ul> <p>During December the Grants Officer:</p> <ul style="list-style-type: none"> <li>Met with Murray Connect and discussed their plans for 2024 and ways MRC can work in with them to provide support.</li> </ul>	●

								<ul style="list-style-type: none"> <li>Met with the rebooted Barham Consolidated and discussed their new cross section of community, their strategic plans, vision and meeting schedule and advised them I will attend their full committee meetings in 2024 to ensure ongoing collaboration and support.</li> </ul> <p><i>During January, the Grants Officer efforts to support local community organisations and initiatives were demonstrated through:</i></p> <ol style="list-style-type: none"> <li><b>Support for Moulamein Heritage Village:</b> Productive discussions took place with Moulamein Heritage Village regarding their progress towards official business opening. The Council provided necessary support to address challenges encountered, ensuring the smooth implementation of their plans.</li> <li><b>Assistance for Barham Art Gallery:</b> Guidance and assistance were extended to a local community member from Barham in establishing a Barham Art Gallery. This support aims to promote cultural enrichment and community engagement through the arts and aligns with Council's draft Arts and Culture Strategy.</li> </ol>		
<p><b>Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.</b> 4.2 – Formation of Networks – training and networking to fulfil social function and spark migration of ideas</p>										
Engage with Community Groups and develop social programs. (S DCED)	Deliver	(DP 4.2.2) Continue to form community networks for training and networking, placed based gathering to fulfill social function and to spark migration of ideas.	B: MEDT P: O:	✓	✓	✓	✓	ONGOING	<p>Economic development staff met with and worked with the following during July:</p> <ul style="list-style-type: none"> <li>Barham Water Tower Art Committee</li> </ul> <p>During July, the following events and activities took place:</p> <ul style="list-style-type: none"> <li>Moama Lights 2023</li> <li>Moama Lights Ice Skating</li> </ul> <p>During August, the following events and activities took place:</p> <ul style="list-style-type: none"> <li>NAIDOC Week activities at Mathoura and Wakool Public Schools.</li> </ul> <p>During October, the following events and activities took place:</p> <ul style="list-style-type: none"> <li>Tooleybuc Harvest Festival</li> </ul> <p>During October the community was engaged in various ways, to contribute to development of Council's Arts and Culture Plan.</p> <p>During December staff met and worked with the following groups:</p> <ul style="list-style-type: none"> <li>River Country Art Trail Steering Committees</li> <li>Barham Consolidated Executive Committee</li> </ul>	●
<p><b>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).</b> 4.5 – Indigenous Recognition</p>										
Collaborative agreements with local indigenous nations developed (S DCED)	Deliver	(DP 4.5.1) Development of collaborative agreements with local indigenous nations. Establish twice yearly meetings with indigenous leaders.	B: MEDT P: O:		✓	✓	✓	Manager of Eco Dev attended an information session with Reconciliation NSW in November, to gain a better understanding of best practice in developing a Reconciliation Action Plan (RAP).	●	
	Partner, Advocate	(DP 4.5.2) Ongoing support and advocacy for local indigenous sites and development of programs.	B: MEDT P: O:			✓	✓	During December staff met with Yorta Yorta Nation representatives to discuss plans for the Dharnya Centre redevelopment in the Barmah National Park.		
	Deliver, Partner, Advocate	(DP 4.5.4) Work with Aboriginal artists, musicians, storytellers, poets etc to assist with planning for and execution of events within Councils LGA	B: MEDT P: O:				✓	<i>During January a local aboriginal artist was engaged to discuss involvement in 2024 Moama Lights event and River Country branding.</i>		
<p><b>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).</b> 4.6 – Regional History</p>										

Celebrate significant local history milestones and develop an ongoing calendar of milestones (S DCED)	Deliver	(DP 4.6.1) Facilitate investment and construction to showcase history, art and culture of the MRC area	B: MEDT P: O:				✓																
	Deliver	(DP 4.6.2) Continue to celebrate our regional history	B: MEDT P: O:	✓	✓	✓	✓	ONGOING  Eco Dev has continued to work with the museum advisor service (MAS) for Murray River Council, in conjunction with Museums and Galleries NSW, to support our local museums to grow and prosper.  During July the MA visited the following: <ul style="list-style-type: none"> <li>• Friends of Old Moama</li> <li>• The Border Flywheelers Museum</li> <li>• Moulamein Heritage Park</li> <li>• Moulamein Old Courthouse</li> <li>• Chanter Estate Military Museum</li> <li>• Good Vibrations Motorcycle Museum Mathoura</li> </ul> During August, the MA began Strategic Planning Visits with the local museums starting with Border Flywheelers Museum. The remainder of the workshops will happen in September.  During September, the MA met with the Moulamein Heritage Village group, and the Friends of Old Moama Committee. Planning for these groups is continuing and progressing well.  During November the Economic Development Team supported the Moulamein Heritage Village to obtain development approval to host ongoing events at the facility.  In December staff engaged with Friends of Old Moama, Moulamein Development Inc and Barham Consolidated to obtain feedback on existing interpretive signage and the creation of new signage.  Staff have been in discussions with community members during December, who wish to relocate the St James Church Bell Tower, (which has historical significance) following the sale of the property.	●														
<b>Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).</b>																							
4.8 – Developing future leaders																							
Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program (S DCED)	Deliver	(DP 4.8.3) Ongoing development and use of skilled locals within S355 committees	B: MEDT P: O:	✓	✓	✓	✓	ONGOING  Council works to support its s.355 committees to support them to be resourced and skilled to deliver on their responsibilities.	●														
<b>Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.</b>																							
4.9 – Public Arts and Culture Projects																							
Develop a Public Arts and Culture Strategy (S DCED)	Deliver	(DP 4.9.1) Public Arts and Culture Strategy developed and implemented.	B: MEDT P: O:	✓	✓			Eco Dev has engaged a consultant to deliver an arts and culture strategy and this project is underway. Eco Dev is currently working with the consultant to engage the community on the project. Council set dates for the Community Consultation to take place in October, which was communicated with the community in September.  During September and October 2023, Spark and MRC undertook a range of stakeholder engagement activities to gather data and insights to help understand the challenges and opportunities that will underpin the strategy.  Here is a summary of the engagement activities and participation numbers.	●														
				<table border="1"> <thead> <tr> <th>Activity</th> <th>Quantity</th> <th>No. participants</th> </tr> </thead> <tbody> <tr> <td>1:1 interviews</td> <td>12</td> <td>12</td> </tr> <tr> <td>Small group interview</td> <td>3</td> <td>12</td> </tr> <tr> <td>Focus groups</td> <td>2</td> <td>9</td> </tr> <tr> <td>Pop-ups</td> <td>6</td> <td>138</td> </tr> </tbody> </table>			Activity	Quantity	No. participants	1:1 interviews	12	12	Small group interview	3	12	Focus groups	2	9	Pop-ups	6	138		
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								<p>People were engaged from Mathoura, Moama (&amp; Echuca), Barham (&amp; Koondrook), Wakool, Moulamein, and Tooleybuc. The key insights will be used to develop the strategy during November and December.</p> <p>During November, Murray River Council is hosting an online feedback session for the community to assess the Arts and Culture Draft Strategy on a Page.</p> <p>A Strategy on a page was developed during December and various stakeholder workshops and meetings were held to progress development of the Arts and Culture Strategy.</p>	
	Advocate	(DP 4.9.2) Arts and Crafts Festival – various locations across Council	B: MEDT P: O:			✓	✓		
	Advocate	(DP 4.9.3) Actively advocate for Murals to be completed at various locations across Council	B: MEDT P: O:				✓		
	Advocate	(DP 4.9.4) Actively advocate for Silo Art projects to be completed at various locations across Council	B: MEDT P: O:	✓	✓	✓			●
								<p>Eco Dev staff are working on a Visit River Country Silo/Water Tower Art Trail, which will comprise six locations including Tooleybuc, Barham, Wakool, Moulamein, Mathoura and Caldwell.</p> <p>During July, Council opened a tender process inviting proposals from strategic art consultants. Tenders were assessed during September, with a report to go to the October Council meeting. At the October Council meeting, consultancy firm, <b>FORM Build</b> were appointed to deliver the River Country Art Trail project.</p> <p>During December FORM provided a key finding report for the sites and a process/timeline info graph. This information was shared at a meeting with all Steering Group Committee members, where the change in MRC project contact details were shared.</p> <p><i>During January, Advancements in the River Country Art Trail project include:</i></p> <ol style="list-style-type: none"> <li><b>Steering Committee Formation:</b> An Electronic Direct Mail (EDM) campaign was launched to recruit members for the Echuca Moama Steering Committee. This committee plays a crucial role in guiding the development and implementation of the River Country Art Trail.</li> <li><b>Engagement with Stakeholders:</b> Collaborative efforts with Graincorp were undertaken to facilitate progress on silo sites earmarked for inclusion in the art trail. Additionally, Steering Committee meetings with consultants from FORM were conducted to advance the community engagement phase of the project.</li> <li><b>Logo Design Exploration:</b> Discussions with designers were initiated to explore options for a River Country Art Trail logo. This branding initiative aims to enhance the project's visibility and promote community participation.</li> </ol>	
	Deliver, Partner	(DP 4.9.5) Advocate for the Moama Bridge Arts Precinct – undertaken as part of the Meninya Street redevelopment project.	B: MEDT P: O:	✓	✓	✓	✓	The Bridge Arts Project has received \$4.95M funding from Regional NSW to design and construct two art galleries, along with two significant community art spaces, a cafe / restaurant with open deck and a gift shop. The project is design is well underway.	●
	Advocate	(DP 4.9.6) Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition	B: MEDT P: O:	✓	✓	✓		<p>Eco Dev staff support community art groups where possible, including support to seek funding, promotion of various events and activities, inclusion in various tourism promotional activities, and also connections with South West Arts.</p> <p>Eco Dev staff worked with South West Arts to deliver a NAIDOC Week program in local schools.</p> <p><i>During January, staff worked with South West Arts to scope a new art project to be delivered as part of NAIDOC Week in 2024.</i></p>	●
<b>Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.</b>									
<b>4.10 – Regional Events</b>									
Develop a Regional Events Strategy (S DCED)	Deliver	(DP 4.10.1) Regional Events Strategy developed and implemented.	B: MEDT P: O:			✓			
	Partner, Advocate	(DP 4.10.2) Partner with various groups and Government Departments to bring events to regional locations across Council	B: MEDT P: O:	✓	✓	✓	✓	During July, eco dev staff worked to deliver Moama Lights and Moama Ice Skating event. The event began very successfully, however had to be cancelled early, due to the event site being inundated with water, due to the Murray River experiencing a high water event.	●

							Staff have met with two potential event organisers during August and September, with discussions ongoing.  <i>In January, Grants Officer has continued ongoing coordination efforts towards International Women's Day (IWD) 2024 with speakers and event day arrangements underway along with marketing and promotion of the day. These efforts aim to ensure a successful and impactful celebration of women's achievements and empowerment.</i>	
	Partner, Advocate	(DP 4.10.3) Create ongoing opportunities for schools, community groups and businesses to develop events within the local community	B: MEDT P: O:	✓	✓	✓	Eco Dev staff worked with South West arts to deliver a NAIDOC Week program in local schools.  Eco dev staff support various community groups to plan and run events within our communities.  In December, staff assisted various community groups to obtain approvals and host Christmas related events. Staff also worked with one of the local schools to obtain last minute approvals to hold a Triathlon in Moama.  <i>During January staff have assisted multiple event organisers with event planning and approval processes.</i>	●
	Advocate	(DP 4.10.4) Continue to support Community Markets – expand to new locations, live music, food trucks etc	B: MEDT P: O:	✓	✓		June 2023 saw the appointment of a new Moama Market operator, with the first market for the new operator held successfully on 30 July.	●
	Advocate	(DP 4.10.5 ) Community led 'indigenous language' classes for interested local community members	B: MEDT P: O:			✓		
<b>Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.</b>								
4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.								
Service Provision (S DCED)	Deliver	(DP 4.12.3) Increase information available relating to services provided and attended across the LGA including Medicare, Legal aid, Centrelink, Doctors, Service NSW, Services Australia.	B: MEDT P: O:			✓	Various service providers and community groups came together to exhibit their services at the 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, of which Council is an active member. Councillor Chris Bilkey welcomed everyone to the event and discussed the important role everyone must play when it comes to mental health and wellbeing. The expo included the unveiling of the acceptance tree.	
								
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>								
5.2 – Commercial Investment Strategy.								
Develop a prospectus of commercial investment opportunities (S DCED)	Deliver, Advocate	(DP 5.2.1) Develop and begin implementation of a Commercial Investment Strategy	B: MEDT P: O:			✓		
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>								
5.3 – Prepare an Employment Lands Strategy								
Prepare an Employment Lands Strategy (S DCED)	Deliver	(DP 5.3.1) Prepare and implement an Employment Lands Strategy	B: MEDT P: O:		✓	✓	Eco Dev invited submissions from suitable consultants to undertake Council's Employment Lands Strategy and appointed the successful consultant on 30 June. The project is underway and is expected to be completed by 30 June 2024.	●
		(DP 5.3.2, DP 5.33. DP 5.3.4, DP5.3.5)					All line items relocated to and reported under (DP 5.10.1)	
	Advocate	(DP 5.3.6) Continue to support and assist with Murray Connect project	B: MEDT P: O:		✓		ONGOING	●
	Deliver, Advocate	(DP 5.3.7) Continue to support and develop business opportunities across the region	B: MEDT P: O:	✓	✓	✓	ONGOING Council's Economic Development Strategy is well underway, with its completion expected in the coming months. Once finalised the EDS will identify which projects are undertaken over the coming years.	●
<b>Theme 5 – Goal 1 – Encourage and support economic development across the region.</b>								
5.5 – Chamber of Commerce								

Chamber of Commerce (S DCED)	Advocate	(DP 5.5.1) Assist with marketing of local Chambers of Commerce / Progress Associations.	B: MEDT P: O:	✓	✓	✓	✓	ONGOING Eco Dev staff work with local business groups and endeavour to strengthen partnerships and deliver improved outcomes for our communities. In December, staff met with the new Barham Consolidated Committee.	●
<b>Theme 5 – Goal 2 – Continue to develop strong and resilient communities.</b>									
5.6 – Increased Educational opportunities									
Review the education services available and required by our community including early childhood and adult community education. (S DCED)	Deliver, Partner, Advocate	(DP 5.6.1) Prepare a report and submit to Council on educational services available and required and advocate for the findings	B: MEDT P: O:				✓	Bendigo TAFE officially launched its new Skills and Jobs Centre in Echuca Moama on 9 November. The Bendigo TAFE Skills and Jobs Centre, based in Echuca is a state-funded community service providing FREE expert career advice on training and employment opportunities. This service is available to MRC residents.	
<b>Theme 5 – Goal 2 – Continue to develop strong and resilient communities.</b>									
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. (S DCED)	Deliver, Partner, Advocate	(DP 5.7.1) Development and implementation of community actions plans	B: MEDT P: O:		✓	✓	✓	To do.	●
<b>Theme 5 – Goal 3 – Promote and grow tourism across the region.</b>									
5.8 – Promotion of local attractions									
Yearly Events Strategy and Marketing and Promotions Plan developed. (S DCED)	Deliver, Partner, Advocate	(DP 5.8.1) Prepare a yearly Events, Marketing and Promotion Plan taking into account community suggestions and innovation forums.	B: MEDT P: O:		✓	✓	✓	To do Eco Dev have developed an annual marketing plan.  In November commenced paid Social Media campaign promoting visitation to River Country during Summer highlighting “River Experiences” including Aqua Island, Water Skiing, on river dining, and day boat hire.	●
<b>Theme 5 – Goal 3 – Promote and grow tourism across the region.</b>									
5.9 – Promote advantages to visit, live, work and invest									
Live, Work and Play in River Country Project further developed and implemented. (S DCED)	Deliver, Partner, Advocate	(DP 5.9.1) Development and implementation of Live, Work and Play in River Country Project.	B: MEDT P: O:		✓	✓	✓	To do	●
<b>Theme 5 – Goal 3 – Promote and grow tourism across the region.</b>									
5.10 – Growing Tourism across the LGA.									
Develop an Economic Development and Tourism Strategy. (S DCED)	Deliver	(DP 5.10.1) Economic Development and Tourism Strategy developed and implementation has begun	B: MEDT P: O:	✓	✓	✓		Underway, expected to be completed in the coming months.  <i>The draft EDTS was on public display during Dec/January with minimal submissions received. The Strategy is scheduled to be adopted at the February Council meeting.</i>	●
	Deliver, Partner, Advocate	(DP 5.10.2) Increase signage in and around townships relating to tourism	B: MEDT P: O:	✓	✓	✓	✓	This work is ongoing and signage is updated as it becomes evident there needs to be improvements made. Economic Development and Tourism Team are currently developing a signage style guide to update tourism signage across all communities. In November community groups in Barham and Moulamein were approached for consultation and feedback for new tourism related signage.  <i>In December, the Economic Development and Tourism Team developed a tourism and direction signage style guide which will be implemented across Council in 2024.</i>  <i>In January, Tourism signage for Wakool Recreation Reserve has been mapped out with considerations given to free RV camping, toilet and shower facilities and the town's inclusion in the River Country Art Trail.</i>	●
	Advocate	(DP 5.10.3) Advocate for steam trains and replica train stations across the region	B: MEDT P: O:				✓	Council's Tourism Officer investigated the potential for and viability of having steam trains and replica train stations across the region. Below outlines some of the challenges and reasons why steam trains are not a viable tourism option.	

			O:			<p><b>Economic Viability</b>                  Fuel Costs: steam trains require large quantities of coal or wood to produce steam, and water to generate the steam. The cost of these fuels can be significant, especially if coal is used, as it must be mined, transported, and stored.                  Labor Intensive: operating a steam locomotive requires a skilled crew, including an engineer and a fireman, who are responsible for managing the fire and water levels, as well as operating the locomotive. This labour can be expensive.                  Maintenance: steam locomotives are complex machines with many moving parts that require regular maintenance and repair. The cost of maintaining a steam locomotive is very high, especially if it's an antique or historical piece.                  Steam trains must meet strict safety regulations, and operators must adhere to safety protocols. Meeting these standards can be complex and expensive.                  Steam trains typically have limited passenger capacity compared to modern trains, which can make them less economically viable for mass tourism.</p> <p><b>Infrastructure Challenges</b>                  Operating a steam train requires specific infrastructure, including tracks, stations, and maintenance facilities. Upgrading or maintaining this infrastructure to accommodate steam trains can be costly and time-consuming. Other requirements include water towers and coal depots, which adds to the operational costs. Modern diesel and electric trains can be refuelled or recharged more easily and quickly.                  Modern railway systems (like the recently updated Echuca Station) are not compatible with steam train operations due to differences in track gauges, signalling systems, and electrification.                  Adding a steam train to the existing schedule will interrupt the already in demand current V-line train schedule.                  The train lines are already under pressure due to aging infrastructure, environmental issues and keeping up with technology upgrades.</p> <p><b>Safety Concerns</b>                  Steam locomotives pose safety risks that modern trains have largely mitigated. Boiler explosions, hot embers, and other safety hazards can pose risks to passengers and operators.</p> <p><b>Environmental Concerns</b>                  Steam trains emit smoke and pollutants, which can be a concern in terms of air quality and environmental impact. Steam trains emit smoke, ash, and other pollutants, which can lead to increased costs related to environmental regulations and cleanup efforts. In an era where sustainability and environmental consciousness are important, this can be a drawback.</p> <p><b>Weather Dependence</b>                  Steam trains are sensitive to weather conditions. Extreme temperatures like the ones experienced in the MRC LGA over Summer can affect their operation leading to cancellations or disruptions.</p> <p><b>Low Demand/ Practicality</b>                  We already have established transportation networks, visitors have access to more convenient and cost-effective transportation options, such as buses, cars, or regular train services.                  Steam trains are generally slower than modern trains, which means longer travel times. Tourists may prefer faster transportation options, especially for long distances. Traveler preferences have evolved over the years, most people prefer fast, efficient, and reliable transportation options. Steam trains don't meet the demands of today's commuters and travellers.                  Steam trains are not as accessible to people with mobility and disability challenges. As they lack the amenities and accommodations found on modern trains, older people tend to take the more convenient option of public transport.                  A steam train tour currently brings visitors to Echuca-Moama, however due to lack of demand (mainly due to high cost required to cover expenses), the tours only run 2-3 times a year.                  While steam trains and replica stations may have some tourism appeal, they don't address the broader transportation needs of residents, potentially leaving them underserved by modern, efficient transit options. As budgets are often limited, and prioritising steam train initiatives over other transport options that will benefit both residents and tourism will be more beneficial.</p> <p>While there is significant interest in steam trains it is far more practical to focus on preserving steam train heritage through museums and occasional special events (such as the Steam Rally) to showcase to tourists with an interest in steam trains rather than as a regular mode of transportation for tourism. While preserving steam trains and heritage stations has cultural and historical value, it's essential to consider the practicality, costs, and broader transportation needs of a region when advocating for their adoption. In most cases it is more appropriate to focus on heritage railway tourism as a niche attraction rather than a comprehensive transportation solution and attraction.</p>
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Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.									
5.11 – Innovation									
Be engaged in innovation and technology platforms and networks. (S DCED)	Partner, Advocate	(DP 5.11.1) Investigate and undertake pilot programs – cropping	B: MEDT P: O:		✓	✓	✓	To do Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.	●
Theme 5 – Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.									
5.12 – Research & Development (R&D)									
Engage with universities and research institutions. (S DCED)	Partner, Advocate	(DP 5.12.1) Investigate and undertake pilot programs (including seeking funding sources) – cropping	B: MEDT P: O:		✓	✓	✓	To do Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group.	●
	Advocate	(DP 5.12.2) Consideration of opportunities to identify problem waste streams and implement circular economy options	B: MEDT P: O:				✓		
	Partner	(DP 5.12.3) Investigate options for Indigenous employment for trial projects Darts	B: MEDT P: O:				✓		
Theme 6 – Goal 3 – Advocate for improved public transport.									
6.6 – Public Transport that connects towns									
Develop a Public Transport Strategy and advocate for implementation (S DCED)	Advocate	(DP 6.6.2) Advocate for improved public transport for our communities	B: MEDT P: O:			✓	✓		
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.3 – Apply data sources to improve corporate decision making.									
Enable interoperability between internal and Smart City systems (S DCS)	Deliver, Partner	(DP 7.3.2) Implement data capture mechanisms at attractions to collect data relating to use of locations and collection of on-the-spot feedback	B: MEDT P: O:			✓			
Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making. (S DCED)	Partner	(DP 7.3.5) Partnership in place and information is being used for effective decision making	B: MEDT P: O:				✓		
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.									
7.6 – Promote advanced technologies.									
Support local business to access or develop and introduce advanced technologies. (S DCED)	Deliver	(DP 7.6.1) Business case to develop a technology hub completed.	B: MEDT P: O:				✓		
	Advocate	(DP 7.6.2) Continue to align strategic plans to future scenario planning	B: MEDT P: O:		✓	✓	✓	Council’s Economic Development Strategy and Employment Lands Strategies are underway and will be regularly reviewed and adjusted as appropriate.	●
	Advocate	(DP 7.6.3) Continue being an active member of advocacy groups to promote research and advancement	B: MEDT P: O:	✓	✓	✓	✓	Council will provide to support to advocacy groups where possible.	●
Support local business to access or develop and introduce advanced technologies. (S DCED)	Advocate	(DP 7.6.4) Promote the region as a node for New Fibre Optic Network.	B: MEDT P: O:	✓	✓	✓	✓	Council will provide support as required to advocate for improved connectivity for our communities and businesses.	●
Theme 7 – Goal 3 – 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. (S DCED)	Advocate	(DP 7.7.1) Support Micro-grid developments across the region.	B: MEDT P: O:	✓	✓	✓	As potential projects arise, Council will provide support as required.	●
<b>Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.</b>								
7.9 – Electric Vehicle charging stations.								
Align public infrastructure with customer and community requirements. (S DCED)	Deliver, Advocate, Partner	(DP 7.9.1) Explore options for external funding of EV charging stations to meet demand.	B: MEDT P: O:		✓			
	Deliver	(DP 7.9.2) Prepare a changing station plan for installation locations for EV charging stations	B: MEDT P: O:		✓			
	Deliver	(DP 7.9.3) Develop and begin implementation of an Electric Vehicle Strategy	B: MEDT P: O:		✓			
<b>Theme 7 – Goal 4 – Monitor and assess emerging global technology trends.</b>								
7.12 – Be prepared to leverage emerging technologies for Economic & Community Development								
Use technology to create interactive / talking tours for our region. (S DCED)	Advocate, Partner	(DP 7.12.4) Investigate options and create a plan to develop interactive tours.	B: MEDT P: O:		✓	✓		

**PART C: Financial Outcomes**



**PART D: Project Status**

**PART E: Business as Usual**

**GRANTS OFFICER JANUARY UPDATE**

**Council's Community Grants Program**

Round 2 of Murray River Council's 2023-24 Community Grants Program opened on 1 Dec 2023, and closes 3 April 2024.

During this reporting period, progress has been made in coordinating various initiatives aimed at securing grants and advancing community development projects. Key activities include:

1. **Collaboration with South West Arts CEO:**
  - A meeting was convened with the EO of South West Arts to align efforts in organizing NAIDOC week events and Youth Holiday Program activities. These efforts are integral to applying for relevant grants aimed at fostering cultural engagement and youth development within our community.
2. **Acquittal Management for 2016 NCIF-SCF Funding Programs:**
  - Continued efforts were dedicated to resolving outstanding acquittals from the 2016 NCIF-SCF Funding Programs. This is a requirement to rectify compliance with funding requirements and maintain transparency in our financial operations.

**Disability Inclusion Action Plan**

Grants Officer has progressed (DIAP) initiatives by:

1. **Engagement with All Abilities Organisation:**
  - Meaningful discussions were held with the All Abilities Organisation to explore the feasibility of hosting an All Abilities Sporting Day for children and adults. This initiative aims to advance the objectives outlined in the Council's DIAP.
2. **Formation of External Community Access and Inclusion Advisory Committee:**
  - Now the TOR have been formalised, an Expression of Interest (EOI) process was initiated to establish an external community Access and Inclusion Advisory Committee. This step emphasises our commitment to fostering inclusivity and accessibility within our community.

Grant application outcomes announced or pending during January:

Outcomes Pending
Festivals Australia Regional Housing Strategy Get NSW Active 2024-25 Blackspot Program Crown Reserves Library Infrastructure Fund

**TOURISM OFFICER JANUARY UPDATE**

In January, our efforts continued towards enhancing tourism initiatives in our region. Here's a summary of key actions undertaken:

**Moama Lights:**

Made significant progress by securing sponsorships, finalizing the media plan, and obtaining quotes for the American Hotel. Additionally, we crafted a comprehensive social media marketing plan, solidified the event theme, and prepared the site layout.

**Campaspe Murray 2024 Business Awards:**

Successfully secured venues, an MC, and entertainment for the upcoming awards ceremony. Furthermore, we expanded our sponsorship base, both by bringing in new sponsors and renewing relationships with previous ones. We also established clear communication timelines.

**Promotion of International Women's Day and Events:**

Actively promoted International Women's Day celebrations in River Country through various social media platforms and local media channels.

**Collaboration with Murray Connect:**

*Collaborated with Murray Connect on an exciting upcoming event, "Feast Forest Farm," aimed at showcasing our region's prime food-producing attributes. This event promises a weekend of culinary delights, highlighting locally sourced ingredients and the essence of our land.*

**Engagement with Local Tourism Representatives:**

*A productive meeting was held with key local tourism representatives from Campaspe Shire to exchange ideas and explore collaborative opportunities for mutual benefit.*

**Preparation for NAIDOC Week:**

*Initiated preparations for NAIDOC Week in collaboration with South West Arts, focusing on organizing presentations and workshops at local primary schools with the theme "Keep Fire Burning - Blak, Proud, and Loud."*

**Promotion of Upcoming Summer Events:**

*Actively promoted various summer events in River Country, including Pop Up Cinemas, Australia Day events, Southern 80, Riverboats Festival, and River Daze.*

**Preparation for Autumn Marketing Campaign:**

*Planned a paid social media campaign promoting visitation to River Country during the autumn season, highlighting various activities and attractions such as walks, campfires, and autumn events.*

**Distribution of Visit River Country OVG's:**

*Ensured that local tourism businesses had an adequate supply of Official Visitor Guides (OVGs) in Barham and Mathoura after the busy Christmas/New Year period, facilitating continued exploration of River Country by visitors.*

**Supporting Mathoura Events Committee:**

*Attended the Mathoura Events Committee meeting, assisting in the election of a new committee and offering support in organising and promoting upcoming events such as the Mathoura Easter Fair, Golf Day, and Fishing Comp.*

**Preparation for Southern 80:**

*Prepared marketing promotions for the VRC branding and Moama Lights for the Southern 80 event, including advertisements in the program, a promotional video, and branded flags and scrim.*

**Assistance to Visitor Information Centre:**

*Ensured that the Echuca Moama Visitor Information Centre was well-equipped with collateral and merchandise during the busy period, accommodating the influx of up to 180 visitors per day.*

**Coordination with McPherson Media:**

*Met with McPherson Media to ensure that River Country autumn events are prominently featured in Deniliquin and Echuca-Moama's "What's On" publications.*

**Preparation for Cricket Victoria Over 60's Event:**

*With 700 people expected to attend the Cricket Victoria Over 60's event in March, we provided recommendations and support to EMLA, EMT, and the Visitor Centre to ensure a pleasant experience for players, partners, and supporters.*

**Engagement with We are Explorers:**

*Met with We are Explorers to obtain quotes in preparation for the FY 24/25 Marketing Plan.*

**January Social Media Report**

*Visit River Country December Facebook Overview*

*Post Reach: 238,864      Post Engagement: 2600      New Page likes/ Followers: 17*

*Current page followers= 10,700*

*Audience is 63% women, 38% men, majority aged 35-55, most based in Melbourne and Sydney.*

Top Posts:

1) Murray Downs Bridge (10<sup>th</sup> January)

Performed best on Facebook with: Reached 28,900 people And 505 Reactions, Comments & Shares

2) Koondrook Barham Lilo Race (14<sup>th</sup> January)

Performed best on Facebook with: Reached 6600 people And 30 Reactions, Comments & Shares

3) What a beautiful part of the world we live (28<sup>th</sup> January)

Performed best on Facebook with: Reached 2400 people And 23 Reactions, Comments & Shares

Instagram Reach = 10,090 Current following = 2,114 New following: 6 (net)

**BUSINESS UNIT SUPPORT OFFICER JANUARY UPDATE**

- AUSTRALIA DAY – finalised arrangements for all community breakfast event, liaised with ambassador and award winners
- Continued cleansing data base contacts.
- EDMs – one sent in January

**PART F: Service Metrics**

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

We are currently reviewing Council’s Events Policy and procedures, looking to implement many improvements, including the information provided to event organisers, streamlining application forms and internal process for approval.

We are developing a new signage style guide, covering all types of tourism signage, to ensure efficiency and uniformity across Council.

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

- The River Country Silo Art Trail project is underway with site visits and steering committee meetings.
- Planning is underway for the 2024 Moama Lights and the 2024 Campaspe Murray Business Awards.
- Council’s Economic Development and Tourism Strategy final draft has been on public display and is now ready for adoption by Council (in February).

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Monthly Operational Report – January 2024

Economic Development and Tourism

**PART A: Director Accountabilities and Key Performance Indicators**

Director of Planning and Environment – Rod Croft	SBPO	Accountability	Key Performance Indicators 2023/2024	Evidence/Comments:	
<p>The Planning and Environment Department has approximately 65 full time equivalent staff spread across 3 Branches – Waste and Regulatory Services, Parks&amp;&amp; Open Spaces and Biosecurity and Development Services. The Director is responsible for an Operating Budget of \$10 M and a Capital Budget of \$3M (on average) The Director of Planning and Environment provides high-level strategic advice to the CEO and leadership and management of the Planning &amp;Environment directorate to lead the Planning and Environmental Services Department of Council effectively and efficiently through and within legislative requirements and accounting practices. Ensure proactive development, deployment, and maintenance of Planning, and Environmental Services strategies, policies, and practices to meet Murray River Council (MRC) strategic direction and organisational goals. Provide leadership and direction to all planning and environment functions to deliver projects, operations, and statutory approvals within budget and on time.</p>	S	Waste and Compliance Services	Work with Campaspe Shire Council’s Director Sustainability to harvest synergies that may exist to expand services and therefore gain scale etc.	Early conversations with the Director Sustainability has occurred. Looking to set up regular meetings from next year.	●●●
	S	Parks, Gardens, Open Space and Bio-Security	Deliver “Plannings” operational outcomes as determined by the 355 Special Revenue Committee, once the concept plans are finalised.	Preliminary conversations internally have occurred with the Manager Comms and Engagement regarding the timelines and process for the land conversion (community to operational land).	●
	S	Commercial Building Codes	Assist the Director Community and Economic Development as required with information that will contribute to the Employment Lands Strategy.	Quotes have been sought by multiple company’s to complete this piece of work, input has and will continue to go into the project that relate to planning matters in particular commercial and industrial land and the relationship with the housing strategy. Consultant has been appointed with a number of workshops being held across the council area with targeted businesses to get ideas. Draft ELS is expected Feb 2024.	●
	S	Private Building Compliance	Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional planning issues and policies.	DPE workshop held late May to understand the population growth and the need for aggressive rezoning of land in the short to medium term. A ministerial letter has been prepared with a solution-focused approach to influence changes to how the NSW stage government address fundamental flaws in the Housing strategy guideline in relation to the definition of “Vacant land” amongst other aspects.	●
	S	Building Compliance	Jointly project manage the input into re-development of the Planning Portal	24/4/2023 - Lead and delivered the EOI process for the integration with the EPlanning Portal. Prepared EOI statement and documentation to run the process and lead the interview process for 5 x IT providers. Two IT providers were determined as being the strongest in the process, which RAMJO councils will be given the opportunity for ‘economy of scale’ type contracts with a provider with multiple councils. Process concluded 24/4/2023.	● Complete
	S	Statutory Planning	By Dec 23 Gain a mandate for a revised Developer Contribution Plan	Draft Developer Contribution Plan has been completed, awaiting budget confirmation to move to a % based model from Finance and the 2023/2024 budget to understand capital project forecasts.	●
	S	Local Strategic Planning	By Dec 23 Gain a mandate for a disincentive to land bank.	Legal advice sought in relation to legal pathways for establishing a sub-category for residential rates, including any potential IPART processes. Perr review of legal advice obtain by planning Barrister, further meetings scheduled in October to confirm a direction forward.  Lot yield legal advice has been obtained regarding a sub-categorisation of land for “fringe residential/farmland”. Further consideration and the timing of an approval to NSW government officials will be confirmed sometime in 2024.	●
	S	Intergovernment Relations – Planning and Environment	By Dec 23 in conjunction with the Director of Community and Economic Development lead the investigation and subsequent re-zoning of suitable land for IN1 (Industrial Land)	Employment land strategy will determine the type and location of industrial and commercial land to be rezoned. The consultant has been appointed, with workshops scheduled for early September 2023, to commence the data gathering exercise and site investigations (issues and discussion type analysis with key stakeholders). Dec 23 will be tight timeframes. Employment lands Strategy will identify industrial and commercial land for investigation.  A number of conversations with potential developers and land owners have occurred in the past few months, with a developer forum planned to bring potential investors together to activate existing and new commercial land in Murray Downs and Moama. This will occur early to mid 2024	●
	S	Section 138’s Driveways and Crossovers	By March 24 provide a detailed design for the Meninya Street Precinct	Procurement for successful supplier has occurred with Spire being the successful consultant to undertake the work. It is doubtful that the March 24 timeline will be archivable.	●
	S	Solar Energy			
	S	Building and Development			
	S	Internal Approvals Part 5			
	S	Planning Advisory Service			
	S	Meninya Street Project			
	B	Intergovernment Relations – Planning and Environment			

<p>By Sept 23 produce a prospectus for the Meninya Street Precinct and EOI for the redevelopment of the old council offices (in conjunction with the Employment Lands Strategy Process).</p>	<p>Lucid Economics has been engaged for the development of a Prospectus for the Meninya old council office redevelopment. It is unlikely that this component will be completed by September 2023 but work on the prospectus continues. However, the Meninya Street Precinct plan has been completed, with the detailed design component works commencing following the award of contractor Spiire Australia Pty Ltd. The project manager is working with the Economic Development division identify and apply for relevant funding streams to progress the project.</p> <p>Crown Lands NSW have provided a significant challenge in relation to part of the on council offices being Crown land , with limited pathways to include in the prpspectus. Conversations at a high level in NSW will be required to allow this to process as it is not a good outcome for the project if only ½ of the planned site can be activated.</p>	<p>●</p>
<p>By Sept 24 assist the Director of Corporate Services and the CEO in developing the funding model for the Meninya Street Precinct.</p>		

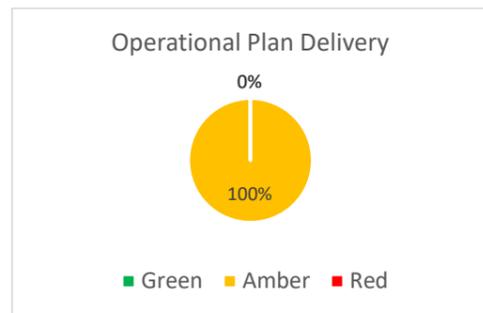
**PART A: Section Accountabilities and Team Roles**

<p><b>Manager of Development Services – Jessica McFarlane</b></p>	<p><b>Manager Parks, Gardens, Open Spaces &amp; Biosecurity – Luke Keogh</b></p>	<p><b>Manager Waste and Regulatory Services – Brian Holmes</b></p>	<p><b>Meninya Street Project Manager – Matt Sherman</b></p>	<p><b>Acting Senior Administration Officer/Executive Officer –</b></p>																																																																																																										
<p>The Manager Development Services is responsible for the management and delivery of all planning and certification services within Council. The role requires detailed knowledge of all relevant legislative requirements in New South Wales, a strong customer service focus and the ability to negotiate and resolve conflicts to achieve required outcomes.</p> <p>The Manager works closely with colleagues with internal and external stakeholders on a variety of issues in order to ensure effective communication, streamline and fast track processes and to produce effective planning and building outcomes for the community.</p>	<p>The Manager Parks, Gardens, Open Spaces &amp; Biosecurity manages and coordinates parks, gardens and biosecurity within the Murray River Council and the public spaces and amenities including but not limited to playgrounds, trees swimming pools, sport and recreation facilities and grounds and public amenities in the Murray River Council area.</p>	<p>The Manager Waste and Environmental Protection ensures quality programs and initiatives are provided to Council in the delivery of waste and environmental services, and compliance. Ensure the ratepayers are provided with appropriate, effective and efficient services, which encourage the community in the areas of recycling and waste minimisation.</p>	<p>This is a contracted position to manage the Meninya Street Precinct Project.</p>	<p>The Acting Senior Administration Officer/Executive Officer is to provide administrative support to the Development Services team, Manager Development Service and Director Planning &amp; Environment. Additional to this the role services customers/applicants in relation to planning and building related development approvals and certificates.</p>																																																																																																										
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murray river council Monthly Operational Report – January 2024 Planning and Environment Directorate

B	Heritage Services	B	Parks, Open Spaces & Biosecurity Small Plant and Equipment	B	Pollution Regulation		
B	Planning Services	B	Public Trees	B	Management of UPSS		
P	Statutory Planning Projects	P	Open Spaces Facilities (public amenities, structures, BBQ's)	B	Management of Illegal Dumping		
P	Development of Local Environment Plan	P	Public Trees	B	Animal Regulatory Service Manage		
P	Planning Projects	P	Open Spaces and Biosecurity Small Plant				
P	LG ACT Approvals, ATO	P	Sport & Recreation Facilities	P	Illegal Dumping (Waste and Other)		
O	Planning Advisory Services	P	Natural bushland footpaths and cycleways	P	Illegal Dumping Systems and Proces		
O	Implement Local Environment Plan	P	Landscape Approvals				
O	Implementation of Flood Study Data Interpretation	P	Town Maintenance (Public Furniture P&G)				
O	Planning Development Assessment Services	P	Sports and Recreation Facilities				
O	Heritage Information Service	P	Aquatic Services				
O	Private Tree Regulation Service	P	Arbicultural Services Urban and rural				
O	Planning DA Processing	O	Approval for Hire/Lease of Open Space Venues				
O	Private Planning Compliance Approvals	O	Stakeholder Engagement Sports & Recreation Facilities				
O	Statutory Planning Certificate Services	O	Landscape Approvals				

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

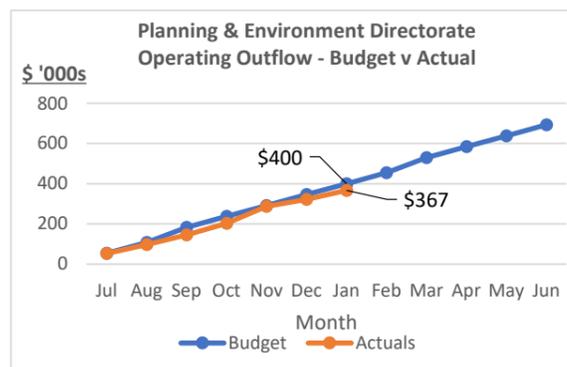


Under the 4 year Delivery Plan, the *Section* relates to The Planning and Environment Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div style="display: flex; justify-content: space-around; width: 20px;"> <span style="color: red;">●</span> <span style="color: orange;">●</span> <span style="color: green;">●</span> </div>
				1	2	3	4		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
<b>1.6 - Stewardship agreements</b>									
Work with relevant agencies to identify any projects that Council can support and contribute to relating to biodiversity, carbon or other offset agreements. (S DPE)	Advocate	(DP 1.6.1) MRC / DPIE Sustainable Councils and Communities Program findings to be reviewed and implemented.	B: DPE P: W&BC O:W&BC		✓	✓	✓		
<b>Theme 1 – Goal 3 - Plan for the impacts of climate change</b>									
<b>1.7 – Environmental Sustainability Strategy</b>									
Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change. (S DPE)	Deliver	(DP 1.7.1) Develop an Environmental Sustainability Strategy taking into account energy efficiency & the impacts of climate change	B: DPE P: O:			✓	✓		

Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example									
2.5 – Leadership that is trusted, capable and collaborative									
Develop and implement a Corporate Strategy. (S DPE)	Deliver, Partner, Advocate	(DP 2.5.1) Revitalisation of Meninya Street Moama	B: DPE P: O:	✓	✓	✓	✓	Project in progress. Extensive consultation and investigation completed to formulate the Master Plan, Concept Plans as well as the Video Animation 'fly through'. To progress the designs further, Council undertook procurement to appoint a civil designer to produce detailed designs suitable to issue for tender and construction. Spiire Australia Pty Ltd was the recommended supplier, which was received and adopted by Council in its September 2023 Meeting. Contracts have been signed and surveying works is commencing on the 4 <sup>th</sup> December 2023.	●
Theme 3 – Goal 4 – 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. (S DPE)	Deliver	(DP 3.10.1) Review of priority Streetscapes and Masterplans within MRC, to be undertaken with community consultation considering township identity and sense of place.	B: DPE P: O:		✓	✓			
	Deliver	(DP 3.10.2) Meninya Street Moama is the initial priority for MRC	B: DPE P: O:	✓	✓	✓	✓		
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.15 – Water Play									
Investigate commercial and public sector opportunities for splash and water parks throughout the region. (S DPE)	Partner, Advocate	(DP 3.15.1) Advocate for private investment of these facilities at appropriate locations linked to commercial business arrangements to allow sustainable funding model to maintain the asset and renew when required.	B: DSP P: O:	✓	✓	✓	✓	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.	●
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
7.8 – Waste to Energy.									
Maintain currency with EPA's Energy from Waste Policy. (S DPE)	Deliver	(DP 7.8.1) Energy from waste is embedded in the Environmental Sustainability Strategy.	B: DPE P: O:				✓		
	Partner	(DP 7.8.2) Investigate feasibility and provide a report to Council on options for future use of the WW2 fuel storage area in Mathoura in relation to waste to energy uses on the site.	B: DPE P: O:			✓			

PART C: Financial Outcomes



**PART D: Project Status**

Project	Update Summary
Meninya Street Streetscape Upgrade	<p>Consultation:</p> <ul style="list-style-type: none"> <li>- Master Plan was developed in 2018 based on feedback from the community and businesses to identify needs and wants from the streetscape</li> <li>- 2022, Project Manager and Advisory Committee commenced scoping discussions for a detailed Concept Plan</li> <li>- June 2022, Concept Plan endorsed by Advisory Committee and Council. Public consultation continued with a key focus on car parking to ensure supply meets demand.</li> <li>- September, 2022 – Consultation Report presented to Council outlining all feedback received and areas of investigation for future improvement.</li> <li>- October 2022, Procurement and award of contract for video animation ‘fly through’ of Meninya Street.</li> <li>- April, 2023, Video Animation endorsed by Advisory Committee and Council following the completion of public consultation.</li> <li>- May 2023, Procurement commenced for Meninya Street Detailed Design, advertised by Public Tender.</li> <li>- September, 2023, Contract Awarded to Spiire Australia Pty Ltd for the detailed design of Meninya Street.</li> </ul> <p>Streetscape Civil Design: Spiire Australian Pty Ltd commenced Surveying of Meninya Street in December 2023, with an expected completion of end of February 2024. Design assessments are currently underway commissioned by Spiire, to review and assess Car Parking, Bike Lanes, Intersections and Pedestrian Crossings to ensure compliance and safety. Traffic Works is reviewing traffic data provided for Shaw Street to assess intersection suitability for Shaw Street (removal of the proposed Round-a-bout will lead to cost savings).</p> <p>Next Steps: Following the completion of design reviews and surveying, Spiire will meet with Council to identify points of issue and resolutions to the initial concept design and video animation. Once all changes are identified and resolves, preliminary design will commence that will include Service Locating, Landscape Design (preliminary) and Service Design. Key focuses of the design discussions will include Car Parking (parallel vs angled), off-street bike lanes, placement and number of pedestrians crossings and intersection designs.</p>
Soundshell Precinct Upgrade	Please refer to update in Parks and Bio-Security MOR
Horseshoe Lagoon Upgrade:	Please refer to update in Parks and Bio-Security MOR

**PART E: Business as Usual**

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
15/2/2023	Development Services resourcing	<p>Attracting and retaining planning and building staff to Moama remains a challenge. These issues aren't isolated to MRC, there appear to be national shortages across Australia.</p> <p>Investment NSW is conducting a review in relation to the number of planners that are in NSW to service the needs of the State and Local Governments.</p> <p>MRC have advertised a "try before you buy" type deal where Council will pay accommodation, flights etc from anywhere in Australia to work for MRC as a planner or building surveyor for a month at no cost to the applicant. There has only been one interested candidate at this stage, and therefore we will extend the advertisement to herald sun and the Age newspapers nationally to see if we can't attract candidates.</p>	<ul style="list-style-type: none"> <li>- Continue to advocate for "stocktake process" to be completed Nationally via local government forums and consider international recruitment of planning staff</li> <li>- Advocacy at high levels through NSW Government to understand the impact on MRC growth etc.</li> <li>- A proposed Development Services realignment has been proposed internally to organise the team in a higher functioning and less administrative way. This has created no increase in Full time Equivalent staff but will change positions to allow a better field of applicants via the recruitment process.</li> <li>- A new development services structure has been designed and confirmed where roles have been changed to entice different skills sets to fill roles where the pinch points are in workloads across the development services directorate. Therefore, Council can align skills and experience with the technical work and admin staff with more admin tasks. First stages of advertisement will be advertised in Early April.</li> <li>- Para planner roles and local government approval role has been filled. Senior technical roles and planning staff are being advertised currently until filled.</li> <li>- A council report will be seeking Council support for a longer term consulting arrangement to lower the cost of senior planning staff contracts, which securing longer term resources with in the department.</li> </ul>	● ● ●

Council resolutions completed

Council resolutions outstanding within 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Mathoura Residential Development	<a href="#">150122</a>	<p><b>RESOLUTION 150122</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council</p> <p>A) Approve a budget variation of \$130,000 to progress the survey, planning and detailed engineering design to complete detailed construction costs and budget the construction of the residential development in the 2022/23 financial year.</p> <p>OR</p> <p>B) That Council note that to progress the development is \$130,000 and that it be considered in the determination of the 2022/2023 Operational Budget.</p> <p>Amendment to (A) budget variation of \$130,000 in the 2021/2022 financial year.</p> <p>Option A was moved by Cr Thomas Weyrich and seconded by Cr Nikki Cohen.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich and Kron Nicholas</p> <p><u>Against:</u> Crs Ann Crowe and Frank Crawley</p> <p style="text-align: right;"><b>CARRIED 5/2</b></p>	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/07/2021	Notice of Motion - Perricoota Road sealing of unsealed 22km of road	<a href="#">250721</a>	<b>RESOLUTION 250721</b>	Bond, Jack

<p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council</p> <p>1. Resolve that the sealing of the 22Km unsealed section of Perricoota Road is a priority.</p> <p>2. Ask the Chief Executive Officer to do all that is necessary to obtain funds to complete the works by 30 June 2025.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Tony Aquino, Ann Crowe, Neil Gorey, Alan Mathers, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Cr Gen Campbell</p> <p style="text-align: right;"><b>CARRIED 8/1</b></p>
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Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/11/2018	Barham Water Supply Fluoridation	<a href="#">331118</a>	<p><b>RESOLUTION 331118</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council:</p> <p>1. Notes the request from the Local Health Medical Trust to consider fluoridation of water in Barham.</p> <p>2. Undertakes community consultation regarding fluoridation of the water supply in Barham.</p> <p>3. Following community consultation refer the results to NSW Health seeking approval for water supply at Barham to be fluoridated.</p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Alan Mathers and Thomas Weyrich</p> <p><u>Against:</u> Crs Gen Campbell, Neil Gorey, Ann Crowe and Geoff Wise</p> <p>The Mayor used his casting vote to pass the resolution.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Liston Caravan Park	<a href="#">290122</a>	<p><b>RESOLUTION 290122</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council resolve to:</p> <p>1. Give notice of termination of a site agreement to each tenant of Liston Caravan Park in accordance with the provisions of the Residential Tenancies (Caravan Parks and Manufactured Home Estates) Amendment Act 1994.</p> <p>2. Request a further report that identifies councils' options in relation to the future of the Liston Caravan Park Mathoura, including:</p> <p>a) Cost to upgrade the park to a compliant standard.</p> <p>b) Management and operating models.</p> <p>c) Cost to decommission the site and develop the Caravan Park area into a passive recreation park.</p>	Bulmer, Glenn

CARRIED

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 22/08/2023	Mathoura Common required maintenance or recommended change of use.	<a href="#">170823</a>	<p><b>RESOLUTION 170823</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Nikki Cohen</p> <p>That</p> <ol style="list-style-type: none"> <li>Council writes to the owner of stock currently under agistment on the Mathoura Common to inform them that all stock must be removed from site as soon as possible due to associated risks, unless temporary repairs can be undertaken at a cost no greater than \$1000.</li> <li>Council receive a further report on the legalities, logistics and social considerations of agisting stock on Mathoura Common.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p> <p><b>THE AMENDED MOTION NOW BECOMES RESOLUTION OF COUNCIL</b></p>	Birrer, Mark

Meeting	Subject	Resolution Number	Resolution	Officer
Council 26/09/2023	Bridge Art Project - Car Parking Options	<a href="#">220923</a>	<p><b>RESOLUTION 220923</b></p> <p>Moved: Cr Ann Crowe</p> <p>Seconded: Cr Chris Bilkey</p> <p>That Option 1 below be the supported option.</p> <p>Option 1 – That Council supports the current car park design due to the site constraints and projected patron use of the facility, which would allow car parking requirements to be met offsite utilising existing car park spaces for larger evening events (estimated at 45 car park spaces), additional to the 12 dedicated car park spaces onsite (including 1 accessible car park) for regular daily operation.</p> <p><u>In Favour:</u> Crs Chris Bilkey, Frank Crawley, Nikki Cohen, Ann Crowe, Dennis Gleeson, Neil Gorey, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;"><b>CARRIED 9/0</b></p>	Croft, Rod

Meeting	Subject	Resolution Number	Resolution	Officer
Council 24/10/2023	Final Murray River Council Local Housing Strategy	<a href="#">171023</a>	<p><b>RESOLUTION 171023</b></p> <p>Moved: Cr Chris Bilkey</p> <p>Seconded: Cr Dennis Gleeson</p>	Croft, Rod

	<p>That;</p> <ol style="list-style-type: none"> <li>1. Council notes that information outlined in the council report in relation to the Final Murray River Council Local Housing Strategy.</li> <li>2. Council adopts the Final version of the Murray River Council Local Housing Strategy (both part 1 and 2) and forwards the document to the Department of Planning and Environment for endorsement.</li> <li>3. Council authorises the Chief Executive Officer or his delegate to make edits to the final document where required to publish the document. Noting that any major changes to the document will come back to Council for re-endorsement.</li> </ol> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Chris Bilkey, Nikki Cohen, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Cr Ann Crowe</p> <p style="text-align: right;"><b>CARRIED 8/1</b> <b>CARRIED</b></p>
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Meeting	Subject	Resolution Number	Resolution	Officer
Council 22/08/2023	Mayoral Minute - Victorian Government Gas Ban	<a href="#">030823</a>	<p><b>RESOLUTION 030823</b></p> <p>Moved: Cr Frank Crawley</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. Council notes the information outlined in this report in relation to the Victorian Government moving to ban gas connections in homes and government building as of 1 January 2024.</li> <li>2. Council authorises the CEO and/or his delegate to seek clarity and reassurance for the relevant Victorian Minister on the continued gas supply to Murray River Council townships from Victoria.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	Croft, Rod

Meeting	Subject	Resolution Number	Resolution	Officer
Council 28/02/2023	Planning Proposal - PP-2021-5594 - Post Consultation Report - Planning Proposal for amendment of Murray Local Environmental Plan 2011 to reduce the minimum lot size from 3000m2 to 1000m2 at Lot 17 DP258661, 17 Maiden Smith Drive, Moama	<a href="#">120223</a>	<p><b>MOTION</b></p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> <li>1. Consider this report and submissions for information, and</li> <li>2. proceed with the Planning Proposal as submitted to reduce the minimum lot size provisions of Lot 17 DP 258661 from 3000 square metres to 1000 square metres in accordance with the current Planning Proposal, and</li> <li>3. Due to the comments received from NSW Department of Planning and Environment (DPE), develop a Precinct Plan for the Maiden Smith Drive area and include it into Council's Development Control Plan prior to the determination of any subsequent Development Applications affecting the subject land.</li> </ol> <p>SEE AMENDED RESOLUTION WITH ADDITIONAL ITEM</p> <p><b>RESOLUTION 120223</b></p> <p>Moved: Cr Frank Crawley</p> <p>Seconded: Cr Neil Gorey</p>	McFarlane, Jessica

<p>That Council resolve to:</p> <ol style="list-style-type: none"> <li>1. Consider this report and submissions for information, and</li> <li>2. proceed with the Planning Proposal as submitted to reduce the minimum lot size provisions of Lot 17 DP 258661 from 3000 square metres to 1000 square metres in accordance with the current Planning Proposal, and</li> <li>3. Due to the comments received from NSW Department of Planning and Environment (DPE), develop a Precinct Plan for the Maiden Smith Drive area and include it into Council's Development Control Plan prior to the determination of any subsequent Development Applications affecting the subject land.</li> </ol> <p>Amendment - Additional item for resolution:</p> <ol style="list-style-type: none"> <li>4. Any subsequent DA relating to the sub division as a whole be brought to Council for a decision by Council.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p> <p><u>In Favour:</u> Crs Chris Bilkey, Ann Crowe, Neil Gorey, Frank Crawley, Kron Nicholas, Geoff Wise and Dennis Gleeson</p> <p><u>Against:</u> Crs Nikki Cohen and Thomas Weyrich</p> <p style="text-align: right;"><b>CARRIED 7/2</b></p>
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Meeting	Subject	Resolution Number	Resolution	Officer
Council 24/10/2023	BUDGET VARIATION REQUEST - DEVELOPMENT SERVICES	<a href="#">161023</a>	<p><b>RESOLUTION 161023</b></p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Ann Crowe</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Considers the information outlined in the officer's report.</li> <li>2. Approves the Budget variation request of \$30,000 (deficit) additional to the reallocation of \$180,000 of employee to contractor costs in Councils financial system, which will fund external contractors to cover the shortfall of resourcing in the Planning Services section for the remainder of the current financial year (2023/2024).</li> <li>3. Council authorises the Chief Executive Officer or his delegate to investigate the option of appointing planning consultant(s) for a period of up to 5-years to complete the higher-level planning work (Senior Town Planner level), should no recruitment of senior planning staff eventuate after the current advertising campaign. A further report will be provided to Council.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p>	McFarlane, Jessica

**PART G:** The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)

**PART H:** Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)

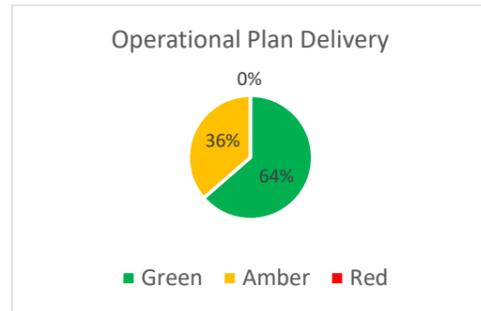
PART A: Section Accountabilities and Team Roles

Manager Development Services – essica McFarlane	Senior Building Surveyor	Building Surveyor (Including Cadet BS)	Senior Town Planners	Administration Officers	Subdivision Engineer																																																																																																		
<p>The Manager Development Services is responsible for the management and delivery of all planning and certification services within Council. The role requires detailed knowledge of all relevant legislative requirements in New South Wales, a strong customer service focus and the ability to negotiate and resolve conflicts to achieve required outcomes.</p> <p>The Manager works closely with colleagues with internal and external stakeholders on a variety of issues in order to ensure effective communication, streamline and fast track processes and to produce effective planning and building outcomes for the community.</p>	<p>The objective of this role is to provide a very high level of advice, support and leadership to the building services team and to support the customers of Murray River Council in accordance with set policies and procedures and legislative requirements.</p> <p>To carry out all duties and functions prescribed under the various Planning and Environmental Acts, Regulations, Codes and Council Policies and Procedures in an efficient, expedient, and professional manner without favour to ensure the protection of the built and natural environment.</p>	<p>The objective of this role is to provide developers, ratepayers, staff, and Council with specific advice on all building related matters. To carry out all duties and functions prescribed under the various Planning and Public Health and Environmental Acts, Regulations, Codes and Council Policies and Procedures in an efficient, expedient, and professional manner without favour to ensure the protection of the built and natural environment.</p>	<p>The objective of this role is to ensure that all planning and development activity, and Town Planners, in the Council is controlled under Council Policy and in accordance with applicable legislation.</p> <p>Managing Development Applications assessment and determination and prepare Local Environmental and Development Control plans and policies in accordance with Councils Strategic Plans and other legislative requirements.</p> <p>Professional Planners dealing with both strategic and statutory planning matters.</p>	<p>The objective of this role is to provide administrative support to the planning service team, with specific planning administration duties under the direction of the supervisor. The incumbent will be expected to make a valuable contribution to the level and quality of support provided to the Development Services Department.</p>	<p>The objective of this role is to negotiate and carry out all functions associated with Subdivisions (pre-construction) managed by Murray River Council in accordance with legislation, policy and procedure.</p> <p><i>Multiple stages of subdivision plans for development in the next six month have been completed and released.</i></p>																																																																																																		
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murray river council Monthly Operational Report – January 2024 Development Services

O	Statutory Planning Certificate Services				
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

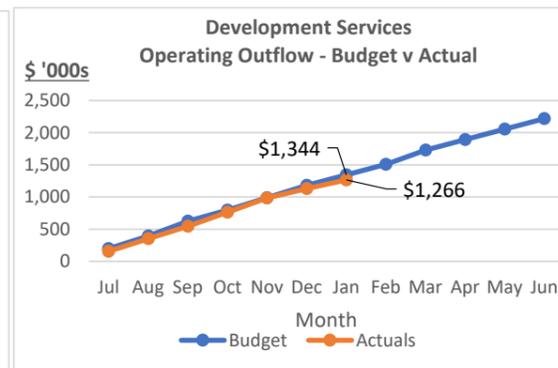
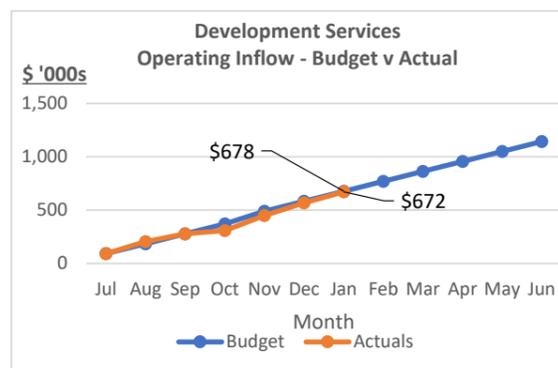


Under the 4 year Delivery Plan, the Development Services provides a service as part of the Planning and Environment Directorate

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	
				1	2	3	4		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
<b>1.4 - Improving areas of natural habitat</b>									
Identify and enhance natural values/habitats as part of any landscape upgrades to Council Reserves (S DPE)	Deliver	(DP 1.4.1) Development of the Waterfront Strategy - encompass protection of the riverine environment regeneration and restoration of river frontages including erosion and bank stabilisation works	B: MDS P: O:	✓	✓			Council and the consultant, NGH have agreed to forfeit the existing contract between both parties due to the time lapsed on the project. Upon final approval of the Housing Strategy by DPE, Council will then consider options around this strategy moving forward.	●
Sensitive urban design, green spaces included in developments where appropriate (S DPE)	Deliver, Partner	(DP 1.4.2) New subdivisions will incorporate green spaces in their urban design for Council to manage in the future.	B: MDS P: O:	✓	✓	✓	✓	Council is currently managing a high volume of green spaces that are donated to Council for maintenance. Moving forward, green spaces will be looked at closely for on-going management so as to reduce costs to Council and ratepayers.	●
<b>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</b>									
<b>2.4 - Statutory Planning and Building</b>									
Encourage improved standards of development applications (S DPE)	Deliver	(DP 2.4.1) Percentage of approvals completed within statutory timeframes. Update Development Services Charter.	B: MDS P: O:	✓	✓			Development Services continue to enhance and develop streamlined process with the objective to fast track approvals.	●
		(DP 2.4.2)						All line items relocated to and reported under (DP 3.11.1)	
		(DP 2.4.3)						All line items relocated to and reported under (DP 3.11.2)	
	Deliver	(DP 2.4.4) Waterfront Strategy developed and implemented	B: MDS P: O:	✓	✓	✓		Project to be revisited and reevaluated.	●
Provide sufficient resources to meet statutory delivery timeframes. (S DPE)	Advocate	(DP 2.4.5) Undertake and complete process mapping of planning processes and efficiencies.	B: MDS P: O:	✓	✓				●
	Advocate	(DP 2.4.6) Undertake and complete process mapping of planning processes and efficiencies.	B: MDS P: O:	✓	✓				●

Provide improved communication measures for planning enquiries. (S DPE)	Deliver	(DP 2.4.7) Reduced number of general planning enquiries into Council. Allowing more focus and timely approvals of DA's.	B: MDS P: O:	✓	✓				New Checklists for internal and external use with streamlined guides currently under development and nearing completion for use early 2024.	●
	Deliver Advocate	(DP 2.4.8) Increase education and training for locals on use of NSW Planning Portal and other requirements.	B: MDS P: O:	✓	✓					●
<b>Theme 3 – Goal 2 – Enable development of sustainable liveable communities</b>										
<b>3.7 – Housing Strategy</b>										
Development of a Residential Housing Strategy which will guide the rezoning of future residential land over the next 5-10 years and beyond. (S DPE)	Deliver	(DP 3.7.1) Develop a Residential Housing Strategy.	B: MDS P: O:	✓					Adopted October 2023 – currently with DPE for concurrence and approval.	●
	Deliver	(DP 3.7.2) Review and update the Local Environment Plan in relation to the Housing Strategy Outcomes.	B: MDS P: O:			✓	✓			
<b>Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.</b>										
<b>3.11 – Town Planning / Land Use Strategies</b>										
Prepare new Development Control Plan and New Local Environment Plan for MRC (S DPE)	Deliver	(DP 3.11.1) Review and develop a new Development Control Plan	B: MDS P: O:	✓					Council staff will commence discussions regarding the DCP early 2024. Consultant engaged for this work.	●
	Deliver	(DP 3.11.2) Review and develop a new Local Environment Plan	B: MDS P: O:			✓	✓			
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>										
<b>3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.</b>										
Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate. Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions. (S DPE)	Deliver	(DP 3.13.3) Feasibility and demand investigated for Teenage hangout spaces across the region	B: MDS P: O:			✓				
	Deliver Partner Advocate	(DP 3.13.5) Increase in public access points to rivers – being assessed via the Waterfront Strategy		✓	✓	✓	✓			●

**PART C: Financial Outcomes**

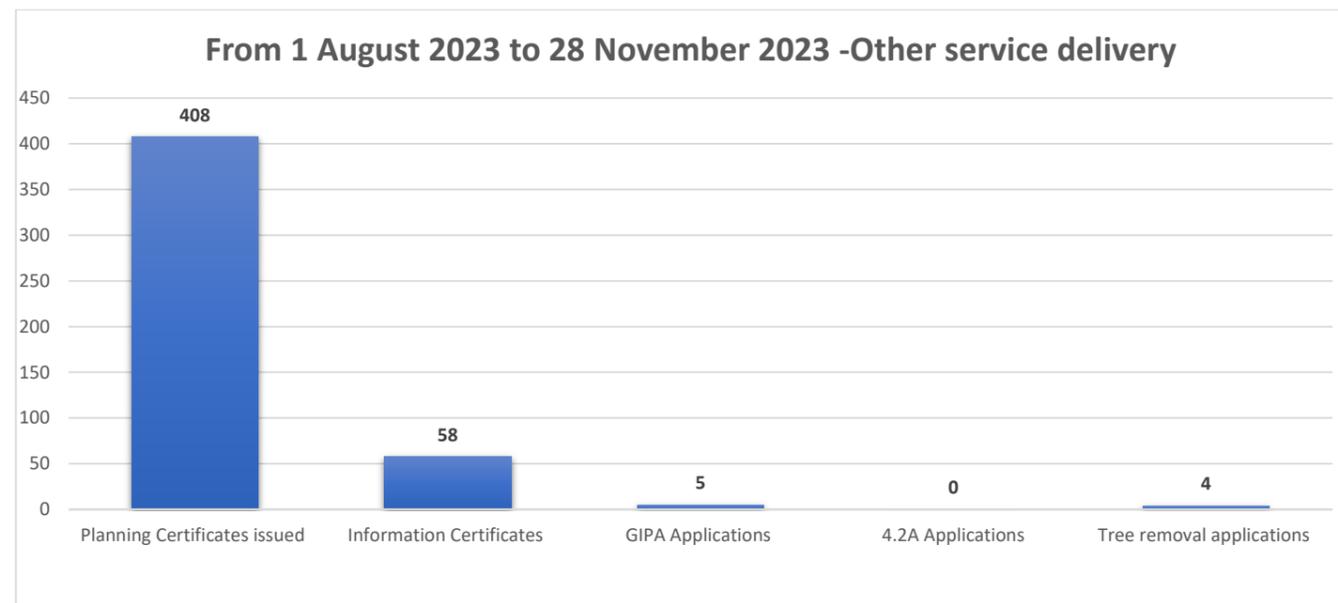


**PART D: Project Status**

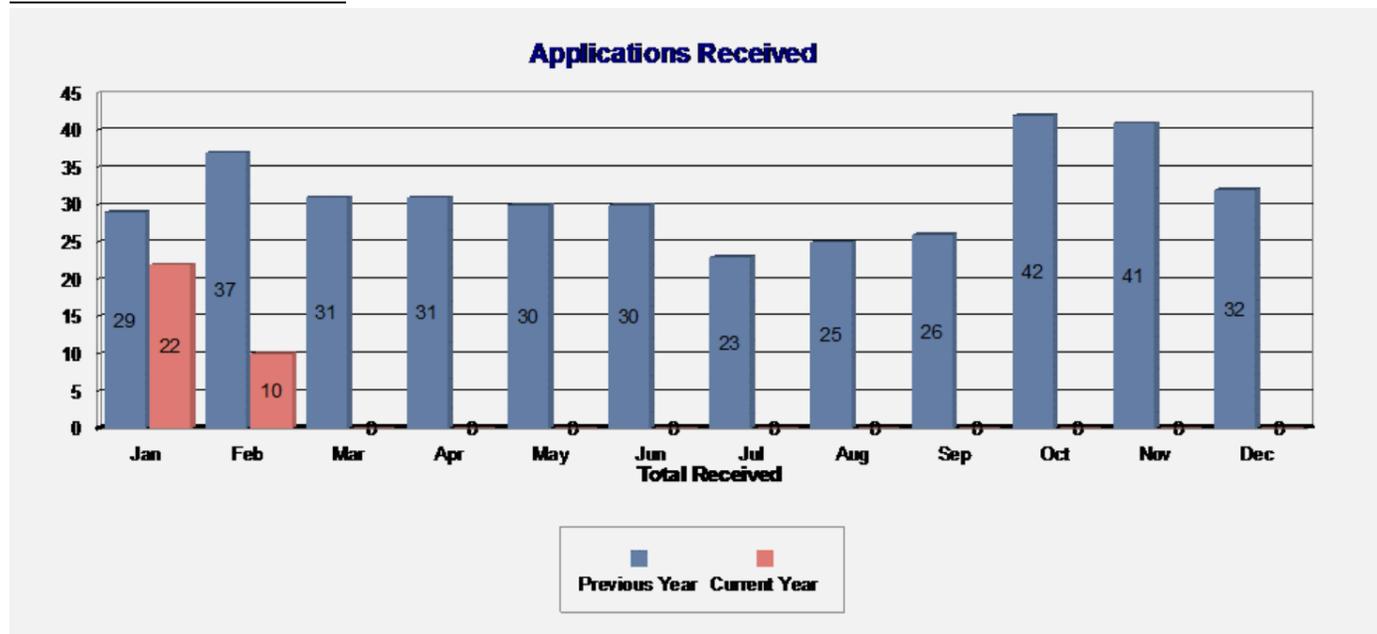
August 2022	<b>Residential Housing Strategy</b>	Expected to be reported to the Council meeting September 2023 as per advice from Wakefield Planning.
August 2022	<b>Waterfront Strategy</b>	Project to be reassessed.

**PART E: Business as Usual**

Planning Certificates issued	408
Information Certificates	58
GIPA Applications	5
4.2A Applications	0
Tree removal applications	4



DEVELOPMENT APPLICATIONS:

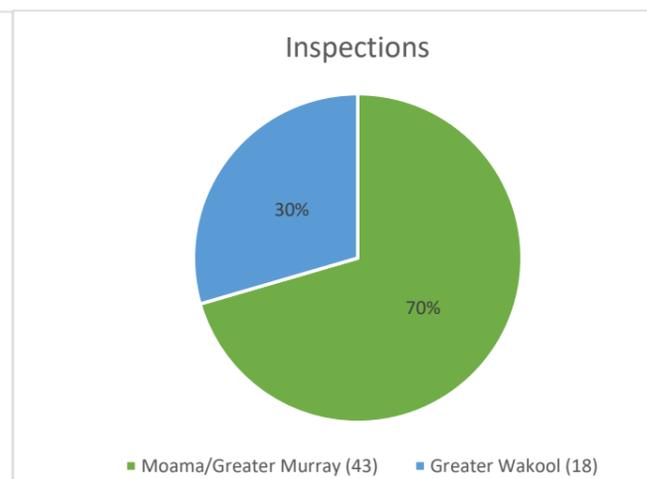
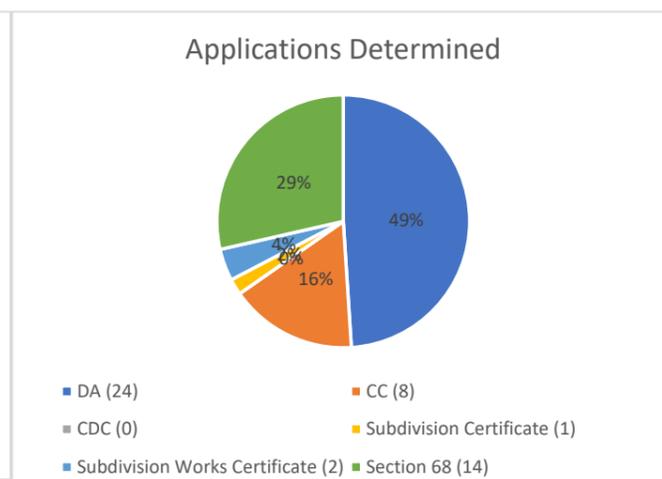
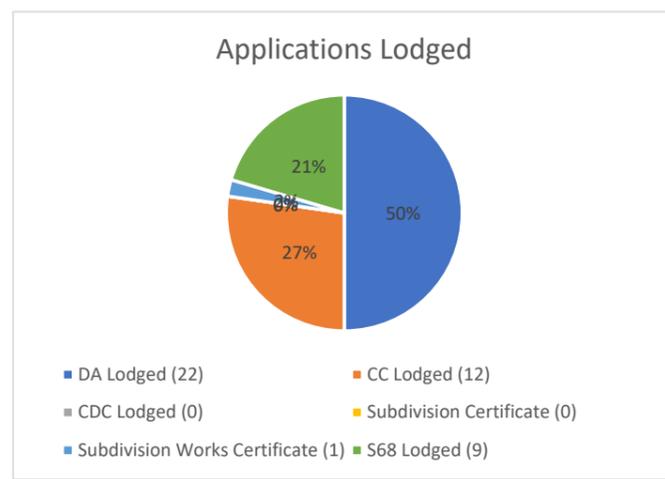


APPLICATIONS LODGED, DETERMINED and INSPECTIONS

Applications Lodged:

murray river council Monthly Operational Report – January 2024 Development Services

DA Lodged	22
CC Lodged	12
CDC Lodged	0
Subdivision Certificate	0
Subdivision Works Certificate	1
S68 Lodged	9



**Applications Determined:**

DA	24
CC	8
CDC	0
Subdivision Certificate	1
Subdivision Works Certificate	2
Section 68	14

**Applications in the Portal, under Request for Information:**

Development Applications – 27      Construction Certificates- 16      Section 68 - 6      Complying Development Certificate – 1      Principal Certifier – 0  
 Occupation Certificates –9      Building Information Certificates – 0

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
			● ● ●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
June 2022	E Planning Portal Errors	Log and record the errors and raise these issues with the E Planning Portal technical support team.	Council staff have contacted 'E Planning technical support' to resolve errors and issues as there is an issue in the system in relation to processing building related certificates and post consents. Issues with the E planning portal system are being documented and have been discussed with DPE. Council has released a Development Update to the Development Forum Group acknowledging the issues with the portal and describing the function and processes of the portal in a straightforward way. This information may assist developers to understand how the portal works and the processes both Council and applicants need to adopt when using the portal. <b>Update: June 2022-</b> Council's Director of Planning and Environment met with the Minister of Planning and Minister of Local Government to discuss the NSW Planning Portal functionality. <b>Update May 2023 –</b> As the portal evolves Council is exploring software and options that integrate with the portal for as much ease of use as possible. The main issue is that customer service at the portal is still minimal and Council staff continue to receive various requests for support from the community.	● ● ●
December 2021	Development contributions reform	See previous comments in SWOT analysis. The proposed reforms will result in a likely loss to Council as development contributions captured to fund local infrastructure delivery will be affected. Additional funding will likely be	Council completed a submission as part of the second round of consultation. Council have again raised objection to the subject reforms. Staff will update as the matter progresses.	●

		captured by the State Government, at the expense of local government areas.		
May 2022	Builder's Forum / Industry Forum	In May 2022, Council launched a 'Builder's Forum' which is aimed at sharing industry information amongst developers, builders and the like to assist in ensuring smoother transition of development applications from the portal to the assessment officer and back to the applicant resulting in faster turnaround times for approvals. This forum focuses on the use of Council's various checklists to ensure better quality applications to ensure faster acceptance in the portal, thus ensuring faster assessment times amongst other issues such as inspections, applications, town planning matters etc.	Most recent forum held November 2023 – great feedback and about 12 attendees.	●
April 2023	Standard conditions of consent and standard format notice of determination	More information to come on how the changes affect our timeframes, whether positively or negatively during the transition stage. MDS to ensure all staff are kept on top of the changes to promote seamless transition into the process.	The introduction of standard conditions of development consent is an initiative under the <a href="#">NSW Planning Reform Action Plan</a> . From 30 June 2023, councils and planning panels will be required to use the standard format notice of determination on the NSW Planning Portal.	●

**Council Annual Report Checklist**

Description	Reference	Included?
Disclosure of how development contributions and development levies have been used or expended under each contributions plan. (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)	Environment Planning and Assessment Regulation 2021 cl 218A(1)	No
Details for projects for which contributions or levies have been used must contain: <ul style="list-style-type: none"> <li>▶ project identification number and description</li> <li>▶ the public amenity or public service the project relates to</li> <li>▶ amount of monetary contributions or levies used or expended on project</li> <li>▶ percentage of project cost funded by contributions or levies</li> <li>▶ amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan</li> <li>▶ value of the land and material public benefit – other than money or land</li> <li>▶ Whether project is complete</li> </ul> (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)	Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)	No
Total value of all contributions and levies received and expended during the year. (Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)	Reg 218A(3)(a),(b)	No

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

In January 2024 both Josh Mckay and Ash Pidgeon joined us as Cadet Town Planners. Both are commencing study with UNE shortly with Josh's UNE course covered under funding from the DPE under the Stronger Start Cadet Program. Welcome to Josh & Ash!

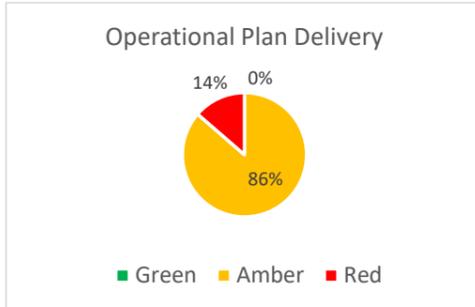
**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

**PART A: Section Accountabilities and Team Roles**

Manager Parks and Biosecurity – Luke Keogh	Parks Coordinator	Biosecurity Coordinator	Parks Team Leaders (By Location)																																																																																																																																																		
<p>To manage and coordinate parks, Open spaces and Bio Security within Murray River Council and the public spaces and amenities including but not limited to playgrounds, trees swimming pools, sport and recreation facilities and grounds, public amenities and natural areas in the Murray River Council area.</p> <p>Accountable for the effective management of major sections or projects within their area of expertise. As a specialist, advice would be provided to executive level and to the employer on major areas of policy or on key issues of significance to the organisation. The position’s influence would have an important role in the overall performance of the function.</p>	<p>The primary objective of the Parks &amp; Gardens Coordinator is to manage and supervise the team on a day to day basis, ensuring the provision of a high standard of service delivery in accordance with Murray River Council’s policies and procedures and any legislative requirements.</p> <p>Responsible to provide a specialist/technical service and to complete work which has some elements of complexity. Makes recommendations to the public and council staff.</p>	<p>The objective of this role is to manage noxious weeds throughout Murray River Council boundaries in accordance with NSW Biosecurity Act 2015 and Murray River Council policies and procedures. To undertake invasive weed identification and inspections on private and public lands. To participate in the planning and supervision of invasive weed control works to ensure weed management or eradication</p> <p>Responsibility as a trainer/coordinator for the operation of a small section which uses staff and other resources, or the position completes tasks requiring specialized technical/administrative skills.</p>	<p>The Team Leader is responsible for the supervision of staff and resources in the Parks &amp; Gardens unit to ensure that all operations, maintenance and reporting related to the relevant services are carried out in accordance with relevant legislation and Murray River Council’s Policies and Procedures. To assist with the management of external contractors and new capital infrastructure under the direction of the Manager Parks &amp; Open Space.</p> <p>Responsibility as a trainer/coordinator for the operation of a small section which uses staff and other resources, or the position completes tasks requiring specialized technical/administrative skills.</p>																																																																																																																																																		
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murray river council Monthly Operational Report – January 2024 Parks, Gardens, Open Spaces and Biosecurity

PART B: 4 Year Delivery Program and 1 Year Operational Plan



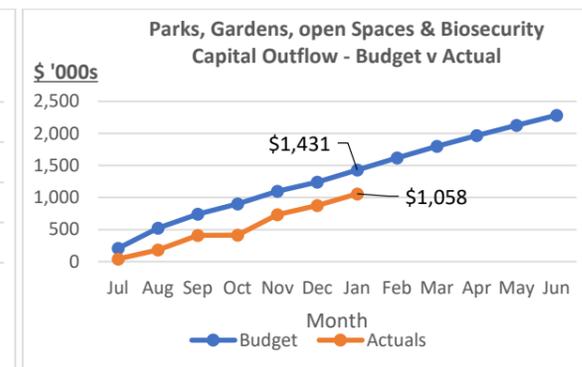
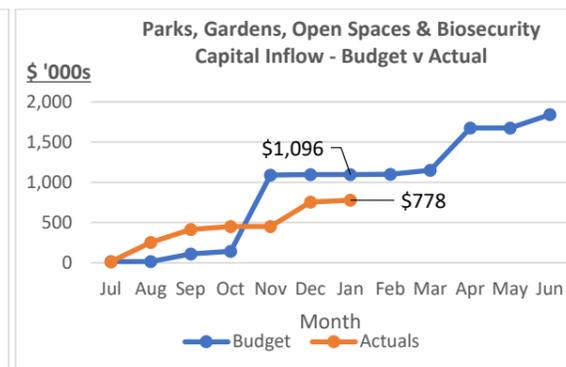
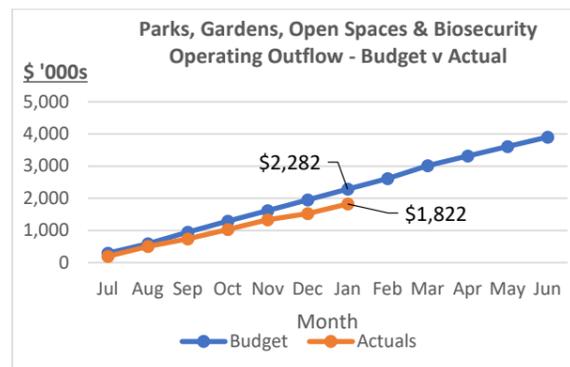
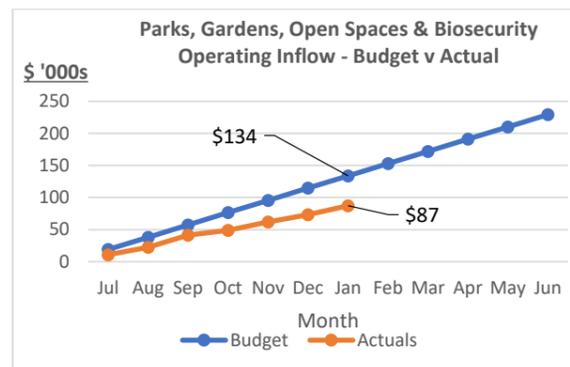
Under the 4 year Delivery Plan *Parks, Open Space & Bio Security* relates to: consultation, planning, development; amenity; maintenance and operations; public trees; sportsgrounds (active and passive); cleanliness and administration. Further to this Bio Security relates to the management of Priority Weeds within the LGA under the NSW Bio Security Act 2015. The Planning and Environment Directorate directly oversees the delivery of these outcomes

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
<b>3.1 – Sports and recreation facilities and spaces</b>									
Outcomes of the Asset and service delivery review to be planned for and prioritised. (S DPE)	Deliver	(DP 3.1.1) Develop a Service standards strategy for all Parks, Recreation reserves.	B: MPOSB P: MPOSB O:CPG	✓	✓			Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed current service standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending public consultation and formal adoption and documentation. Internal workshops completed with Parks Leadership team to review proposed hierarchies and develop service delivery levels to suit operational capacity. Workshops with whole Parks teams completed to determine FTE hours for service delivery based on adopted hierarchies. Progressing to first draft documents pending final current operational service data.	●
	Deliver	(DP 3.1.2) Investigate and plan for development of various boat ramps across the region.	B: MPOSB P: MIP O:CPG	✓	✓	✓	✓	Project commenced and ongoing. Assets assessments have been completed. Murray Downs Boat ramp currently under construction.	●
	Deliver	(DP 3.1.3) Ongoing monitoring and management of sports grounds across the region.	B: MPOSB P: CPG O:CPG	✓	✓	✓	✓	All sportsgrounds currently maintained in accordance with service delivery schedules and applicable adopted master plans. Sportsgrounds and facilities managed in consultation with user groups and relevant Section 355 committees of management.	●
	Deliver	(DP 3.1.4) Investigate and develop business cases and feasibility studies for outdoor exercise stations across the region	B: MPOSB P: O:				✓		
	Deliver, Partner	(DP 3.1.5) Investigate and develop business cases for change of ownership of Moulamein swimming pool and associated facilities	B: MPOSB P: O:			✓			
	Deliver, Partner	(DP 3.1.6) Ongoing monitoring and management of Moama and Mathoura outdoor swimming pools and associated facilities	B: MPOSB P: MPOSB O:CPG	✓	✓	✓	✓	Tender awarded to Belgravia Leisure at September Council meeting for Management of Moama & Mathoura outdoor Pools. Both Moama & Mathoura pools were opened to the public on November 11 as per the contract. Operations to date have been smooth with the warmer conditions providing ideal conditions for swimming.	●
	Deliver	(DP 3.1.7) Investigate and plan for development and upgrades of Skate Parks across the region.	B: MPOSB P: O:		✓	✓	✓	Project not yet commenced.	●
	Deliver	(DP 3.1.8) Ongoing monitoring and management of existing sports and recreation buildings.	B: MPOSB P: MPOSB O:CBF	✓	✓	✓	✓	All sports & recreation buildings currently maintained in accordance with service delivery schedules and applicable adopted master plans. Facilities managed in consultation with user groups and relevant Section 355 committees of management. Current review of 355 committees delegations will further assist management. User agreements to be developed and applied across all Reserves and current fee methodologies to be reviewed and benchmarked against other councils to determine best operational cost recovery methods.	●

	Deliver	(DP 3.1.9) Undertake Master Planning for new sport and recreation buildings and grounds across the region.	B: MPOSB P: MPOSB O: MPOSB	✓	✓	✓	Project commenced and ongoing subject to approved budgets.	●
	Deliver	(DP 3.1.10) Undertake feasibility study for development of BMX / Mountain / Motor bike / Pump tracks across the region.	B: MPOSB P: MPOSB O: CPG	✓	✓	✓	Project not yet commenced.	●
<b>Theme 3 – Goal 2 – Enable development of sustainable liveable communities</b>								
<b>3.8 – Community / Botanical Gardens</b>								
Review and support the finalisation of existing community & Botanical gardens. (S DPE)	Deliver	(DP 3.8.1) Continue to support existing community and botanical gardens	B: MPOSB P: MPOSB O: CPG	✓	✓	✓	Completion of Stage 5 commenced and ongoing in accordance with approved budget. Consultation has occurred with volunteer group to determine FY23/24 capital works to complete project. Maintenance of existing works ongoing. Brolga Statue that was damaged by vandals has been repaired and is waiting installation. Scoping of new shelter commenced with contractor. Replanting of plants has occurred due to rabbit pest invasion. Fencing has been installed and baiting program completed to reduce pest numbers.	●
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>								
<b>3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.</b>								
Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate.  Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions. (S DPE)	Deliver	(DP 3.13.1) Investigate level of services and complete an asset review for all Parks and Open Spaces.	B: MPOSB P: MPOSB O: CPG	✓				●
	Deliver, Partner, Advocate	(DP 3.13.2) Murray Downs Riverside Park – designed and implementation has begun	B: MPOSB P: MIP O: CPG	✓	✓	✓	Concept design completed by Thompson Hay Landscape Architects. Boat ramp stage has been designed and is currently under construction. Riverwalk path has been completed.	●
	Deliver	(DP 3.13.4) Ongoing installation of drinking water fountains across the region	B: MPOSB P: CPG O: TLPG	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation.	●
	Deliver	(DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans	B: MPOSB P: O:			✓		
	Deliver	(DP 3.13.7) Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity	B: MPOSB P: O:		✓	✓	Asset condition assessments completed by CT Management and relevant documentation has been forwarded to Council. Multiple projects delivered and commencing in accordance with capital budget allocations. Continued scoping of future needs and demands to continue.	●
	Deliver	(DP 3.13.8) Ongoing feasibility assessments for new and existing picnic areas.	B: MPOSB P: O:			✓		
	Deliver, Partner, Advocate	(DP 3.13.9) Smarty benches (USB charge stations, power points, wifi hot spots) - Consideration in future design and grant opportunities	B: MPOSB P: O:	✓	✓	✓	Project commenced and ongoing. Inclusion of these items is currently being considered and assessed in all open space planning and design concepts.	●
	Deliver	(DP 3.13.10) Playgrounds - Feasibility and demand investigated for various locations across the region, complete an asset review and define level of service	B: MPOSB P: O:		✓	✓	Project commenced and ongoing. CT Management consultants have reviewed asset conditions and assessed current service standards. Councillor workshops undertaken and Parks & Reserves hierarchies have been agreed upon pending public consultation and formal adoption and documentation. Full external audit on all playgrounds completed by Hutchinson Park Services to ensure compliance to relevant Australian Standards and insurance requirements.	●
	Deliver	(DP 3.13.11) Park bench program of works to be developed and considered for various locations across the region	B: MPOSB P: MPOSB O: TLPG	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation.	●
	Deliver	(DP 3.13.12) Shade Sails program of works to be developed and considered for various locations across the region	B: MPOSB P: CPG O: TLPG	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation and external funding opportunities.	●
Deliver	(DP 3.13.13) Investigate opportunities for Jetties, Pontoon's and floating wharfs around the region.	B: MPOSB P: MIP	✓	✓	✓	Project not yet commenced.	●	

	Deliver	(DP 3.13.14) Investigate and develop feasibility studies for retaining walls around the region.	B: MPOSB P: MIP	✓	✓	✓	✓	Several projects scheduled for design, maintenance and upgrades including Riverside Caravan Park and Picnic Point Caravan Park retaining walls. 2022 floods have significantly impacted on riverside infrastructure. Project ongoing in accordance with budget and grant funding. Picnic Point Caravan Park wall was repaired, Works were funded externally using flood recovery CAT D. More repairs scheduled prior to Christmas have been completed.	●
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>									
<b>3.14 – Public Space Waste and Recycling</b>									
Investigate and implement a program for waste and recycling bins in public spaces. (S DPE)	Deliver	(DP 3.14.1) Ongoing installation of dog poo bag dispensers across the region	B: MPOSB P: CPG O:TLPG	✓	✓	✓	✓	Project commenced and ongoing in accordance with Capital budget allocation and Council’s Compliance Officers recommendations.	●
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>									
<b>3.16 – Weed Management</b>									
Review and further development the Weed Management Strategy (S DPE)	Deliver, Partner	(DP 3.16.1) Development of an Urban Weed Management Plan for adoption by Council.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. Biosecurity Co-ordinator currently developing the Plan for adoption by Council. Current draft document in development.	●
	Deliver, Partner, Advocate	(DP 3.16.2) Weed Management Priorities are communicated annually with the community.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. Stakeholder and land owner engagement and education included in the WAP. Monthly BIS reports submitted to NSW DPI.	●
	Deliver	(DP 3.16.3) A reduction of priority weeds reducing over time.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. 2023/24 WAP allocations and targets identified and approved by Murray Local Land Services and NSW DPI. GIS mapping and reporting of priority weeds ongoing.	●
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.</b>									
Use new technology and software to capture information. (S DI)	Deliver	(DP 7.2.3) Implement artificial intelligence to assist in identification of priority weeds	B: MPOSB P: CB O:CB				✓		
<b>Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.</b>									
<b>7.3 – Apply data sources to improve corporate decision making.</b>									
Better management of Biosecurity risks through the use of AI (data capture) (S DI)	Deliver	(DP 7.3.4) Implement Artificial Intelligence to assist in the management of priority weeds	B: MPOSB P: CB O:CB				✓		

**PART C: Financial Outcomes**



## PART D: Project Status

Location & Fund	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Various Locations	SCCF4	Sports field lighting upgrades to LED: Mathoura, Barham, Tooleybuc, Moulamein & Bunnaloo.  New Female Change facilities - Jack Eddy Oval	Closure Phase	100%	Complete	Sports Field Lighting - Construction Completed. Contracts completed for funded locations of Barham, Bunnaloo, Mathoura, Moulamein and Tooleybuc.  All Funded works delivered within Budget.  Female Change Facility – Jack Eddy: Project Complete and open for usage by user groups.
Moama Soundshell Playground	Everyone Can Play NSW	Replacement of Moama Soundshell Playground with all abilities play space	Delivered	100%	Complete	Stage one was completed and opened to the public in late August.
Moama Recreation Reserve	CAPEX 23/24	Botanic Garden Stage 5	Construction	15%	Delivery	Stage five works ongoing. Replanting of multiple areas ongoing due to pest infestations impacting on plant growth. Council staff have met with Volunteer group to discuss 23/24 works. Contractor engaged to install shelter as per design. Bulk mulch ordered for all landscape areas & has been delivered to site.
Barham Recreation Reserve	SCCF5	Barham Recreation Reserve Art & Tourism project viewing platform	Procurement	10%	Delivery	Project scoping and stakeholder engagement commenced and ongoing. Toilet block demolition has commenced. Replacement amenity RFQ completed and building has been ordered expect installation late March early April 2024
Moulamein	SCCF5	Moulamein Lake Accessibility & Infrastructure upgrade	Delivery	85%	Delivery	Stakeholder engagement has been completed. Moulamein Lake S355 agreed on scope of works. Concreting of paths and beneath shelters was completed pre christmas. Installation of furniture, seating solar lighting has been completed. Installation of BBQ completed and drinking fountain not yet completed. Final landscaping, planting and irrigation improvements to commence late January/February 2024.
						
Mathoura/ Moulamein Depots	CAPEX	Biosecurity- Chemical transfer pumps & 12 volt systems	Delivery	75%	Delivery	Contractor engaged. Waiting for delivery of components for installation on spray equipment
Moama	CAPEX	Soundshell Precinct	Design	25%	Planning	Soundshell Precinct Landscape Design completed. Car Park Civil Designs completed and approved by all departments. Project Paused due to construction costs exceeding allocated budget in 23/24FY. Paused until demand deems project necessary as per Council resolution, unspent funds returned.

Moama	SCCF5	Horseshoe Lagoon Landscaping	Procurement	40%	Delivery	<p><b>Completed Works:</b>                  Landscape Design Completed including option for Car Park, Kerbing, Shoulder Works and Concrete Edge Strips.                  Horseshoe Lagoon internal footpath works completed including DDA Ramp (250m length – 2.5m width).                  Procurement of Bins, Furniture, Gabion Baskets, Lighting. Irrigation Plan completed. Bill of Quantities available.</p> <p><b>Work in Progress:</b> Procurement underway for Civil Construction component including bulk earth works, final concrete footpath and slabs for street furniture and bins. Initial quotations received, currently reviewing scope of works to maximise available budget within procurement thresholds.</p>
Moama	CAPEX	Moama Cemetery- New plinth	Procurement	5%	Delivery	Concreter engaged for delivery of new plinth, waiting for start date.
Barham	CAPEX	Barham Cemetery- Footpath renewals	Procurement	5%	Delivery	RFQ completed for Contractor engagement, waiting for start date.

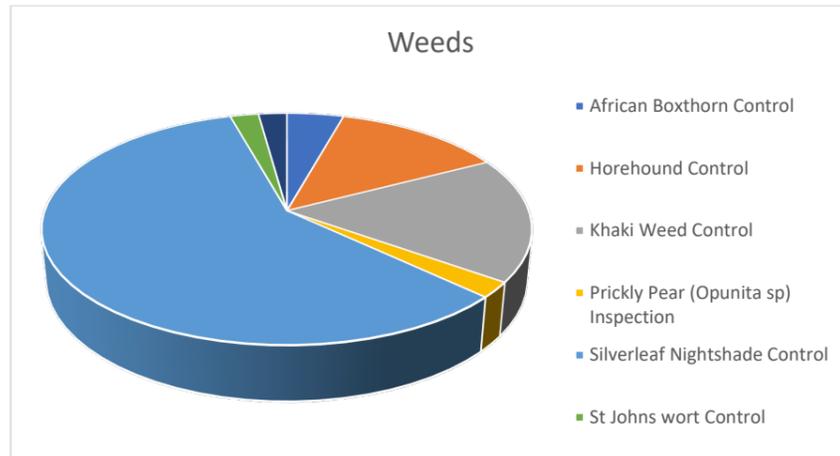
**PART E: Business as Usual**

Weed Action Plan (WAP) agreed targets met. BIS reports being prepared for Murray Local Land Services.  
 Roads, Reserves and Waterways Sprayed for WAP – Sweet Briar, Spiny Burrgrass, Silverleaf Nightshade, Khaki Weed, African Boxthorns, Horehound, Creeping Knapweed, Prickly Pear, Bridal Creeper, ETC.

**OPERATIONS:**

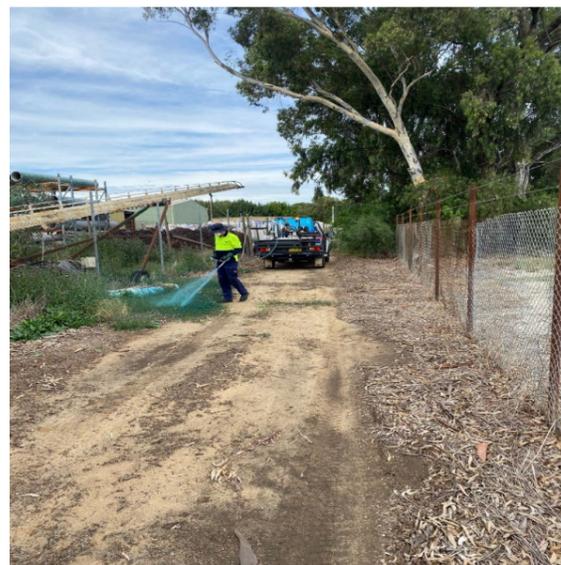
- Weed Action Plan Targets met and however not reported to NSW DPI & Murray Local Land Services. Due to DPI tech issues.
- **WEED ACTION PLAN – 52** Points recorded and reported to BIS.
- NIL infestations – 9
- Infestations – 43

**20 Sites Inspected and 1004km Roads inspected.**



**GENERAL WEED CONTROL** - Road Spraying – 1274 km sprayed (Horehound, African Boxthorn, Cape Broom, Spiny Burrgrass etc.)

<i>Womboota Urban</i>	<i>MRC unsealed road</i>	<i>MRC stockpile sites</i>	<i>MRC sealed road network</i>	<i>Moama Urban</i>	<i>Tooleybuc Urban</i>	<i>Moulamein Urban</i>	<i>Barham urban</i>
<i>Mathoura Vacant block</i>	<i>Barham Transfer Station</i>	<i>Wakool Urban</i>	<i>Mathoura Transfer Station</i>				



*Urban Laneway Spraying*



*Reserve & Open Space weed control*



*Wakool Recreation Reserve asset spraying*



*Bunnaloo Recreation Reserve weed control*

**GENERAL PARKS OPERATIONS:**

<b>Town Maintenance-</b> All locations as per service delivery.	<b>Mowing-</b> Behind schedule due to high rainfall and excessive growth	<b>Roadside Mowing-</b> Town entries All locations still behind schedule due to high rainfall.
<b>Arborist Services-</b> Increased storm damage requests. Back log of requests due to Christmas break	<b>Horticulture:</b> as per service delivery. Garden bed weed spraying	<b>Cemeteries-</b> Multiple burials-All locations
<b>Irrigation maintenance:</b> All areas. Reduced due to storm events	<b>Sportsfield-</b> Insecticide and growth regulators applied at Moama Recreation Reserve. Excessive growth Bunnaloo, Wakool & Moama	<b>Park Furniture:</b> Installations & upgrades Barham completed. Moulamein installations competed.
<b>OTHER:</b> Moama Beach clean up following high river event	<b>OTHER:</b> Moama Pre school Project Landscaping completed	<b>OTHER:</b> Moulamein Lake Project works, backfilling and clean up



Moulamein Lake Upgrades



Moama Beach Flooding during high river event



Excessive turf growth all areas.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	● ● ●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
	Injury/illness or property damage to users of Council's recreational spaces	Regular inspection and maintenance Remote Supervision signage	Project - Ensure all required signage is erect and visible	●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)****Biosecurity:**

- Ongoing control of Silverleaf nightshade infestations. Staff proactively inspecting, controlling and engaging with land owners.
- Urban weed spraying completed during late January in all towns.

**Parks:**

- Re-opening of the Moama Beach post recent high river event.
- Completion of Moama New Preschool landscaping.
- All staff completing the high demand of service requests around tree and branch removal in all areas after unseasonal weather events.

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)****Highlights**

- Moulamein Lake Upgrades closer to completion
- Moama Preschool landscaping completed by Moama Parks team.

**Threats:**

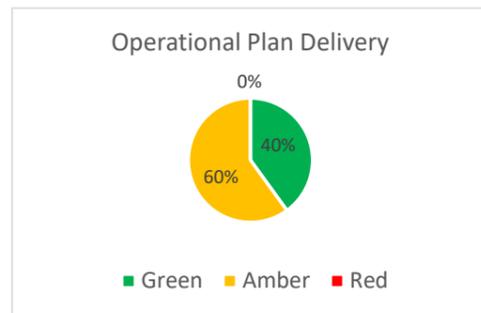
- Increased poor social behaviours and vandalism at Moama Wharf-Ongoing
- New weeds introduced during floods becoming established during the summer growing season.
- High vegetation growth rates following higher rainfall
- High customer expectations for service delivery.
- Increased threat from Storms and Rain events impacting on service delivery.
- Staff shortages during post Christmas period and resignations x 2

PART A: Section Accountabilities and Team Roles

Manager Waste and Regulatory Services – Brian Holmes	Coordinator Compliance Ranger	Coordinator Waste Management	Environmental Health Coordinator	Business Unit Support Officer																																																																																																																																																						
<p>To ensure quality programs and initiatives are provided to Council in the delivery of Waste and Regulatory services. Ensure the ratepayers are provided with appropriate, effective and efficient services, which encourage the community in the areas of recycling and waste minimisation. Provide strong leadership and direction to the waste and compliance team in relation to legislation, projects and operations.</p> <p>Areas of Focus/Accountability: Compliance &amp; Regulatory management, Waste and recycling kerbside and street management, Waste facility management.</p>	<p>To provide high quality monitoring, control and awareness programs and initiatives to ensure compliance by the community with statutory requirements for environmental and animal control standards, as well as investigate, action, and represent Council in relation to complaints and breaches in legislation and local government laws and to prepare documentation and represent Council in Court hearings within the scope of the position.</p> <p>Areas of Focus/Accountability: Compliance operations, Staff rostering and on call, Companion animals, Parking and abandoned vehicles, unauthorised signage, and animal management, POEO and any legislation applicable to MRC and its constituents.</p>	<p>To provide leadership to the Waste Management team to achieve Council’s Waste Strategy objectives and outcomes with a focus on teamwork, service delivery, productivity, and customer service, as well as ensuring ratepayers are provided with appropriate, effective, and efficient provision of waste related services, which encourages and educates the community in all areas of waste minimisation and recycling</p> <p>Areas of Focus/Accountability: Waste facility operation, kerbside &amp; street litter collection operation, waste customer service and resource recovery.</p>	<p>The objective of this role is to provide a very high level of effective and efficient environmental services support to customers of Murray River Council in accordance with set policies and procedures and legislative requirements.</p> <p>Areas of Focus/Accountability: Underground petroleum storage systems management of compliance, Liquid trade waste agreements compliance, Regulating food premises and food vans, Pool inspections/ compliance</p>	<p>To provide a high standard of administrative support to the Waste and Regulatory Services Business Unit through effective, efficient, and flexible customer service. Coordinate the business unit’s day to day diary management, meetings, training needs, phone calls &amp; purchasing requirements in an effective and efficient manner. Collate and collect data to work with team members to drive the business unit forward and capture any operational data to tighten efficiencies.</p> <p>Areas of Focus/Accountability: Waste and Compliance customer service, work scheduling, administration, data collection and project functions.</p>																																																																																																																																																						
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murray river council Monthly Operational Report – January 2024 **Waste and Compliance**

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



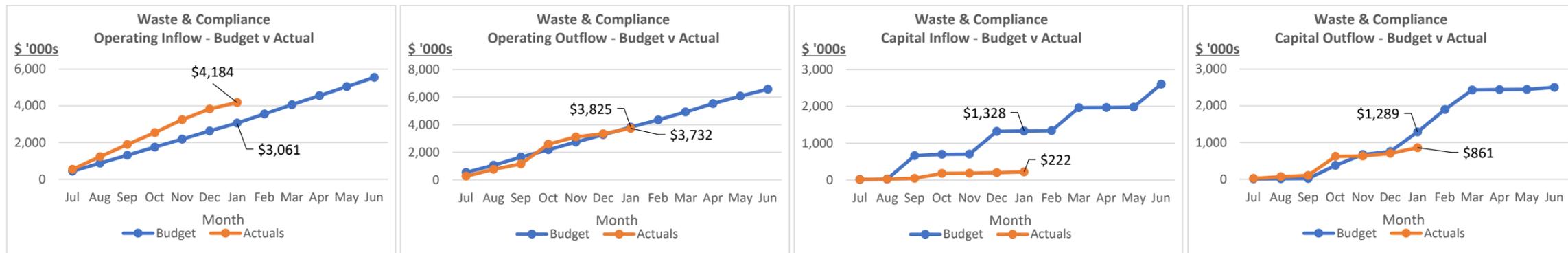
Under the 4-year Delivery Plan, the *Section* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Planning and Environment Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 1 - Facilitate Circular Economy</b>									
1.1- Designing and promoting products that last and that can be reused, repaired and remanufactured									
An increase of waste diversions of reclaimed, recycled and remanufactured materials out of the landfill sites. (S DPE)	Deliver, Partner, Advocate	(DP 1.1.1) Plan for and build an Automated Depot to recycle bottles and cans at Moama Landfill.	B: MWCS P: CWS O: CWS	✓	✓			Civil construction activities are almost complete, shed fabricator will erect shed during February and March.	Amber
<b>Theme 1 – Goal 1 - Facilitate Circular Economy</b>									
1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. (S DPE)	Deliver	(DP 1.2.1) Encourage Council’s Community to participate in the National Garage Sale Trail. Council to support the National Garage Sale Campaign.	B: MWCS P: CWS O: MCE	✓	✓	✓	✓	Promotion of the Garage Sale Trail will be undertaken in the lead up to the event in November.	Amber
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
1.5 - Landfill Rehabilitation works									
Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years. (S DPE)	Deliver	(DP 1.5.1) Upgrades to landfills and transfer stations to be carried out on a risk-based approach.	B: MWCS P: MWCS O: CW	✓	✓	✓	✓	Landfill Risk Assessment project is complete, and outputs have been included in the 10 Year Waste Capital Program. Transfer Station upgrade designs are being completed for all other sites and will also be included in the 10 Year Waste Capital Program. Projects will then be prioritised for delivery over the coming years giving consideration to risk presented and available funding. Full engineering designs are being developed by Talis.	Amber
<b>Theme 3 – Goal 3 – Delivering best practice and compliant waste and recycling service and infrastructure that meets community needs.</b>									
3.9 – Kerbside, landfill and waste collection services and facilities									
Design and implementation of the Food Organics and Garden Organics (FOGO) program. (S DPE)	Deliver	(DP 3.9.1) FOGO kerbside collection service rolled out to all townships across the Local Government Area	B: MWCS P: CW O: CW	✓					Green

murray river council Monthly Operational Report – January 2024 **Waste and Compliance**

Develop & begin implementation of the Waste Management Strategy. (S DPE)	Deliver	(DP 3.9.2) Additional waste and recycling options investigated and actioned as per the strategy.	B: MWCS P: CW O: CW	✓	✓	✓	✓	This is an ongoing action that is considered by the Waste Unit continuously.	●
<b>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</b>									
<b>3.14 – Public Space Waste and Recycling</b>									
Investigate and implement a program for waste and recycling bins in public spaces. (S DPE)	Deliver	(DP 3.14.2) Ongoing installation of public space waste and recycling services across the region	B: MWCS P: O:	✓	✓	✓	✓	Public space waste and recycling services are considered adequate.	●

**PART C: Financial Outcomes**



**PART D: Project Status**

**Waste**

- The Automated Depot project is progressing slower than expected due to issues with compaction test failures associated with the shed pad. Extra work has been required and this will be borne by the contractor. Shed erection has been delayed as a result and will now commence mid February.
- The Leachate Pond project has progressed well with the clay lining completed, compaction test results meeting specification and the High Density Polyethylene (HDPE) lining installed at the end of January.
- The Waste team had Sitech who were engaged to install the latest Trimble 3D GPS into the Cat 816 landfill compactor to provide real time data to Council officers and operators about site levels, waste compaction and provide guidance to the operators on when they meet ideal compaction.
- A project to investigate the suitability of the northern block (adjacent to the current landfill) for landfilling commenced with concept designs being developed, survey data collected, soil drilling and pothole sampling undertaken to classify the soil from surface to depth. Results of this work should be provided shortly and task 1 of the new landfill design has been completed with concepts and engineering designs provided to Council.
- A landfill gas pumping trial proposal was received by Officers following a surface emissions test conducted in October. This will provide information about the possibility of capturing methane and generating income through carbon credits and reducing Councils carbon emissions. Council is awaiting the last submission prior to making a decision.
- Cleanaway have officially departed the Koraleigh landfill site after capping off the site to a suitable standard to provide a level of protection to the environment whilst Council plans and budgets for a design and tender to be released to rehabilitate the site to best practice guidelines.
- A yabby trap collection project was established to target illegal yabby traps in conjunction with Ozfish, this will commence on 1 February and run for the duration for the month.

**Compliance**

- Fire prevention activities are almost complete, Officer are now dealing with compliant as they are reported to Council.
- Testing of the TechOne Compliance Module has commenced.
- The mosquito trapping program is in full swing with traps producing large numbers of mosquitos.

#### Environmental Health

- Testing of the TechOne Compliance Module has commenced.
- Work has continued on the draft policy and guidelines for Mobile and Temporary food businesses.
- EHC attended an online webinar and networking meeting for contaminated lands in NSW LGA.

### PART E: Business as Usual

#### Waste

- Recruitment is underway for a new casual plant operator at the Moama Waste Facility
- Staff met with RAMJO at Cumeragunja to discuss with Cumerragunja CEO the funding opportunities soon to be released that can benefit the community and waste management practices on the site.
- NSW EPA approved the Moama Landfill licence variation which provides additional tonnages and accurately reflects the recent changes and growth at the site.

#### Environmental Health

- Food safety assessments continued in Moama, Koraleigh, Murray Downs and Tooleybuc.
- Two improvement notices were issued to food businesses Follow up inspections were completed at food premises that had failed their initial inspection and compliance has now been achieved.
- Numerous requests from Community groups and food businesses have been received for more food handler training sessions. An additional two sessions have been scheduled for 2024 – one in Barham and one in Moulamein.



Trimble 3D GPS installed in the CAT landfill compactor showing waste density



High Density Polyethylene liner being installed into the landfill leachate pond.



Security fencing installation around the completed landfill leachate pond.

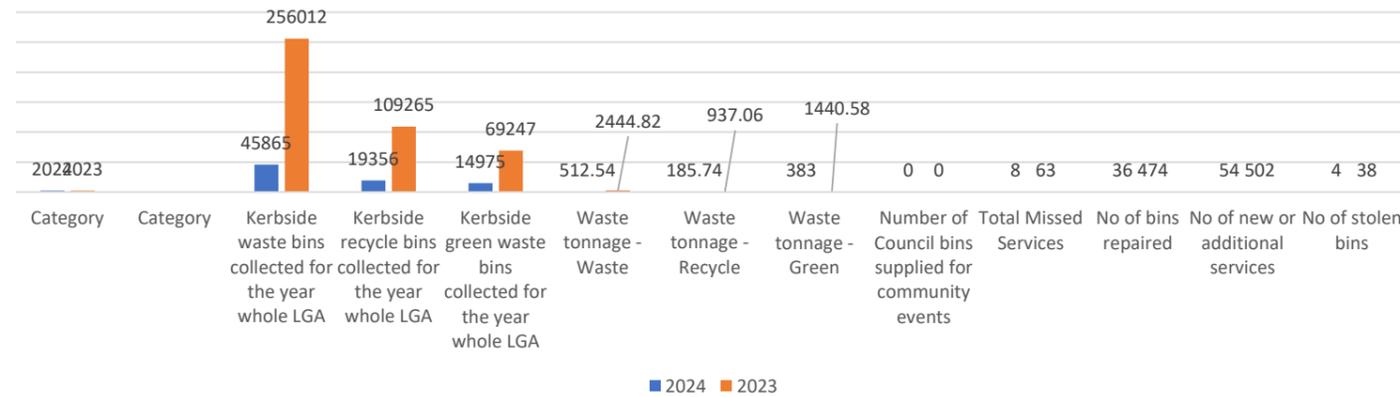


Compaction tests being undertaken on the Automated Depot shed pad.

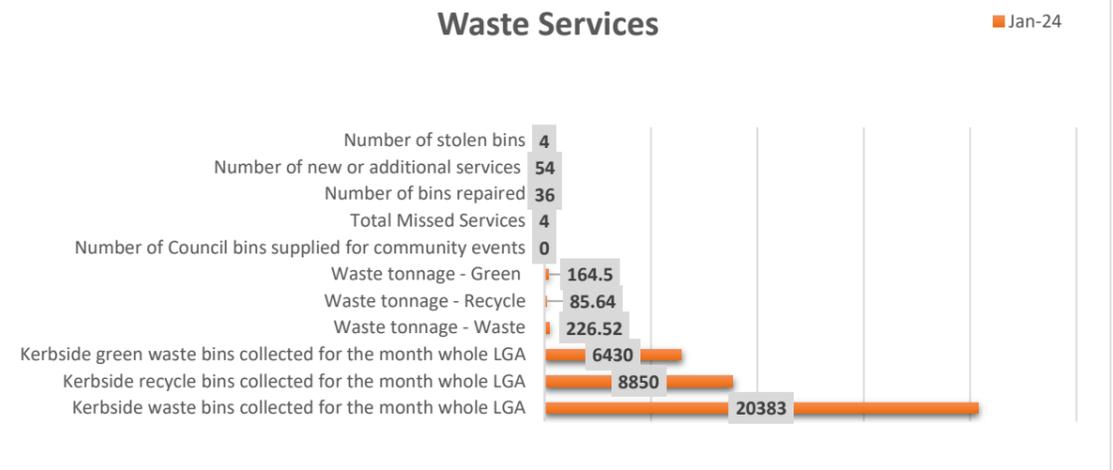
murray river council Monthly Operational Report – January 2024 **Waste and Compliance**

**PART F: Service Metrics**

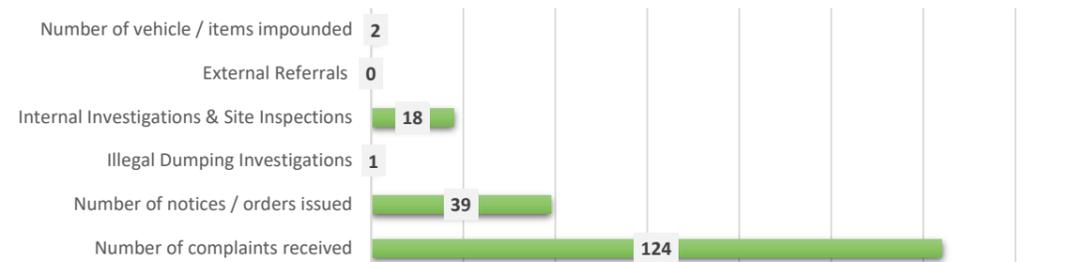
Waste Services - Yearly totals



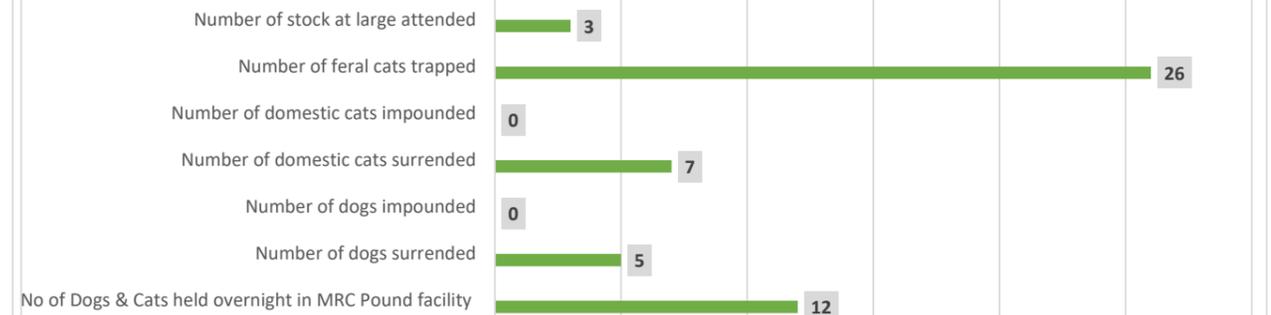
Waste Services



Compliance - Investigations



Compliance - Animals



Compliance - Fire Reduction



*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	●●●
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*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	●
12/09/22	No CCTV cameras at Barham Pound facility. High risk to on call Ranger who may be required to attend 24/7 should a break in occur. Identify / reduce incidents.	No existing controls.	Inspection conducted by MRC IT, 2x cameras to be installed and mobile access provided to all on call Rangers. IT to provide recommendation and advise time of completion.	●
09/05/2021	Public dropping waste at Moama landfill directly to cell around heavy equipment.	Low height skip bins placed at the front of house to get majority of the public to drop into these and have them transferred to the waste cell.	Build infrastructure for push pit or retaining wall for transfer station to have safer options for public drop off. Component of current Upgrade Design and Quantity Survey Project and 10 Year Waste Capital Expenditure Program.	●
09/05/2021	Barham and Wakool waste facility fencing is damaged and outdated providing easy unauthorised.	Boundary checks and facility monitoring.	Budget to upgrade fencing at both locations. Barham complete, Wakool a component of current Upgrade Design and Quantity Survey Project.	●
28/05/2022	Working in isolation/ limited phone signal / locating team members	Phone calls and team meetings to understand members work	Remote and Isolated Work Risk Assessment completed. GPS vehicle and personal GPS locators installed in all vehicles. Call centre identified to monitor after hours call outs. 3x units fitted. 1x unit to be installed.	●
29/08/2022	Exposure to Japanese Encephalitis Virus through mosquito trapping and working outdoors.	Long sleeve clothing and insect repellent spray	Environmental Health Coordinator and Rangers have received Japanese Encephalitis Vaccination	●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

- Billy Griffiths has completed 12 months in the Team Leader Resource Recovery role and is continuing to grow and fulfill his role to a high standard. Well done Billy!

**Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

murray river council Monthly Operational Report – January 2024 Infrastructure Directorate

**PART A: Section Accountabilities and Team Roles**

**Director of Infrastructure – Jack Bond**

Aligning and giving direction for all Council infrastructure of the Council region.  
A focus of ensuring an adequate level of service and expectation is delivered for our communities.

**Accountabilities**

#	SBPO	Accountability
	S	Water and Sewerage
	S	Transport Services
	S	Strategic Assets
	S	Project Management Office
	S	Infrastructure Integration
	S	Intergovernmental Relations – Infrastructure
	B	Intergovernmental Relations – Operations and Major Projects
	B	Bridge Collapse Planning

Key Performance Indicator	Evidence/Comments:	● ● ●
By Nov 23 Investigate and work with other councils to harvest synergies.	Monthly meeting with Edward, Berrigan, and Murrumbidgee Director Engineering. Meet with Balranald Council to assist Kyalite community for better water access.	●
By Dec 23 lead the council wide energy reduction and management program: investigate, plan, business case, funding and delivery.	Energy Efficiency projects being prioritized. Federal Government have announced funding for Local Government Energy Efficiency Projects that will have guidelines released in December.	●
Consider opportunities to on-sell services, eg other councils, Transport for NSW etc		●
Flood expenditure under the DRFA to be claimed and reimbursed within 6 months.	Yes. Refer to Works update for up to date break down of submission	●
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regards to infrastructure issues and policies.		●
Manage the development of extra capacity in relation to the Water Filtration Plant, trunk mains, and corresponding sewerage transportation and treatment systems.	Discussions with Transport for NSW to use the old house behind Woolworths as a potential site for more water storage.	●
Continue to strongly advocate and liaise with Transport for NSW and Swan Hill Regional Council to further the replacement of the one-lane bridge across the Murray River	Councils now both aligned on the alignment.	●

**PART A: Section Accountabilities and Team Roles**

Manager Water Services – Phillip Smith	Manager Infrastructure Projects – Onesimo Mukodi	Manager Plant, Fleet and Stores – Chris Godfrey	Manager Works – Ricki Thompson	Manager Building and Facilities – Glenn Bulmer																																																																																																																																																																																																																																																																																																																																													
<p>This team is now solely focused on implementation and the “doing”.</p> <p>This team will provide these services based on service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> <li>Water source access (including alternative supply options)</li> <li>Water and wastewater treatment processes</li> <li>Water distribution and quality</li> <li>Waterwater collection</li> <li>Water efficiency and reuse</li> <li>Emergency Services and After Hours Response</li> </ul> <p>Their work will include:</p> <ul style="list-style-type: none"> <li>Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection &amp; repair, planned and unplanned pipe maintenance, pump operations and repair, customer response.</li> </ul>	<p>This group will be a one-stop-shop for all things Project Management.</p> <ol style="list-style-type: none"> <li>technical advice and information to the rest of the organisation</li> <li>Delivery Manager for some projects (almost all hard assets)</li> </ol> <p>If you have a ‘soft’ asset project it can still be handled here.</p> <p>Their services include:</p> <ul style="list-style-type: none"> <li>Scoping, Pricing, documentation</li> <li>Designing, project managing, on-site supervision</li> <li>Cost planning, procurement and contract administration, writing tenders, advertising and auditing.</li> </ul> <p>Next year Business Managers must bid for projects and provide a Business Case &amp; use the MRC Project Management Framework. This team will provide advice on high level costing &amp; scope of the project, then if successful in getting funding through ELT &amp; Council, provide a detailed project brief, cost plan and project management (the delivery management).</p>	<p>This team will manage Council’s Commercial Functions that are the responsibility of Public Works</p> <ul style="list-style-type: none"> <li>Fleet – heavy and light</li> <li>Stores - buying</li> <li>Depots – facilities management and optimisation</li> </ul> <p>O Including Real Estate services (Delivery Management) to other Business Managers who are responsible for building assets (eg community buildings, park buildings)</p> <p>O Leases, Deeds high level agreements to do with all property issues. (Not to be confused with Building Maintenance or Building Asset Management Planning)</p> <p>This team will also provide commercial due diligence on any proposed “money making” projects within the Organisation.</p>	<p>This team is now solely focused on implementation and the “doing”.</p> <p>Ricki is the <b>Implementation Agent</b></p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> <li>Civil Works</li> <li>Roads</li> <li>Bridges</li> <li>Ancillary furniture</li> <li>Emergency Services and After Hours Response</li> </ul> <p>Their work will include:</p> <p>Roads, Footpaths, Stormwater, , Bridges, Signage and Linkemarking, Bus shelters, Seats, Street scaping, Kerb and gutter, pavements, Verges, Traffic islands, Streetlighting etc</p>	<p>Manage the ongoing viability of Council’s approximately 300 buildings and facilities through robust asset management plans and practices.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Manage the annual capital and operational budgets.</p>																																																																																																																																																																																																																																																																																																																																													
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murray river council Monthly Operational Report – January 2024 Infrastructure Directorate

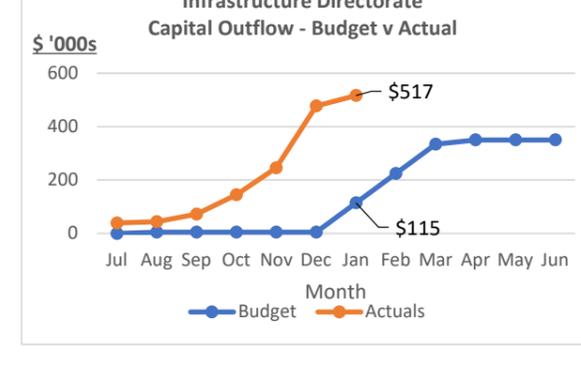
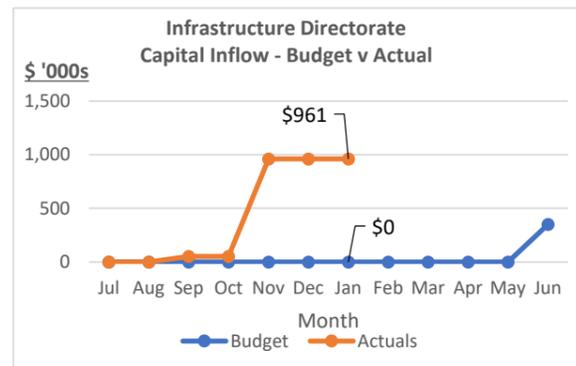
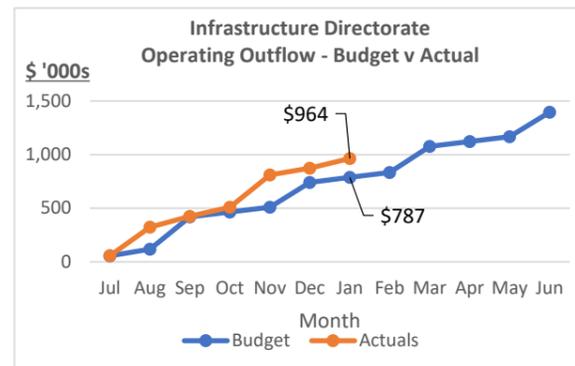
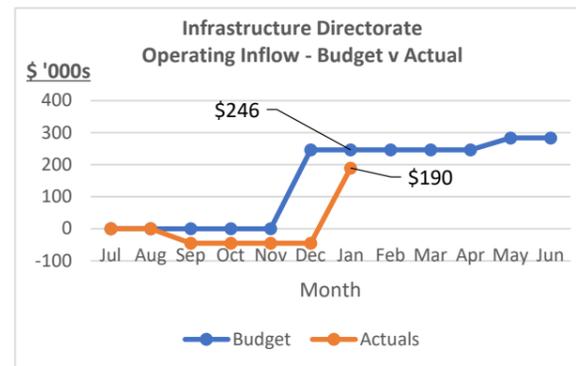
P	Potable Water Infrastructure	O	Management and Maintenance of Light Motor Vehicles (White)	B	Sealed Road Management	O	Location Management Site Specific Operations
P	Survey, Investigation & Design projects that are unique	O	Toll & Fleet Arrangements	B	Road Drainage	O	Disability Asset Management Plan
P	Flood Studies Projects	O	Depot Maintenance	B	Pathway Management		
P	Bridge Maintenance	O	Purchase of Light Motor Vehicles (White)	B	Road Opening Application Register		
P	Building Capital Works	O	Management of Pool Vehicles	B	Rural Road Management		
P	Stormwater Pipe and Pump Network	O	Plant, Fleet & Equipment Administration	B	Road Safety Program		
O	Infrastructure Grant Acquittals			B	Works and Fleet Administration		
O	Liaise with Utility Providers prior to Construction			B	Management of Levee Banks		
O	Infrastructure Projects Stakeholder Engagement			P	Supply Requests and Budget Oversight		
O	Project Office Team Delivery			P	Major Traffic Incident Preparation and Planning		
O	Inspection of Levee Banks			P	RFS Minor Construction and Maintenance		
				P	Roads Grant Funding		
				P	Transport for NSW Services		
				P	Road Cleaning		
				P	Lift Bridge		

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Under the 4-year Delivery Plan, the Infrastructure Directorate relates to: providing strategy and oversight for Council infrastructure assets and associated services. The Infrastructure Directorate directly oversees the delivery of these outcomes. The infrastructure Directorate has no actions in the 1<sup>st</sup> year of the Delivery Program.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment.</b>									
1.3 - Integrated Water Cycle Management									
Review and update the Residential Drainage / Flood Management Strategies (S DI)	Deliver	(DP 1.3.1) Construction of the Moulamein Levee			✓	✓		Two residential towns needing existing catchment analysis to move towards a staged construction opportunity. Moulamein Levee has been granted \$1.4mil in State funding. Design and Environment reports being completed.	●
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
3.4 – Community Safer Spaces									
Develop and implement a Community Safer Spaces Plan and associated documentation (S DI)	Deliver	(DP 3.4.1) Community Safer Spaces Plan and associated documentation developed and embedded into Council’s operations	B: DI P: O:			✓	✓	Minimal Strategic work has been completed on this to date.	●

**PART C: Financial Outcomes**



murray river council Monthly Operational Report – January 2024 Infrastructure Directorate

\*Flood Recovery Costs centres have been assigned to the Infrastructure Directorate. Both funding and expenditure for the recent flood event and recovering are all aligning to these Financial Outcome graphs.

**PART D: Project Status**

For specific details regarding these projects, please refer to the individual Business Unit Monthly Operational Reports.

**PART E: Business as Usual**

**PART F: Service Metrics**

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			●●●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
				●●●

Council resolutions completed

Council resolutions outstanding within 3 months

Council resolutions outstanding outside 3 months

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Mathoura Residential Development	<a href="#">150122</a>	<p><b>RESOLUTION 150122</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Nikki Cohen</p> <p>That Council</p> <p>A) Approve a budget variation of \$130,000 to progress the survey, planning and detailed engineering design to complete detailed construction costs and budget the construction of the residential development in the 2022/23 financial year.</p> <p>OR</p> <p>B) That Council note that to progress the development is \$130,000 and that it be considered in the determination of the 2022/2023 Operational Budget.</p> <p>Amendment to (A) budget variation of \$130,000 in the 2021/2022 financial year.</p> <p>Option A was moved by Cr Thomas Weyrich and seconded by Cr Nikki Cohen.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Neil Gorey, Thomas Weyrich and Kron Nicholas</p> <p><u>Against:</u> Crs Ann Crowe and Frank Crawley</p> <p style="text-align: right;"><b>CARRIED 5/2</b></p>	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
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Council 27/07/2021	Notice of Motion - Perricoota Road sealing of unsealed 22km of road	<a href="#">250721</a>	<p><b>RESOLUTION 250721</b></p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council</p> <ol style="list-style-type: none"> <li>Resolve that the sealing of the 22Km unsealed section of Perricoota Road is a priority.</li> <li>Ask the Chief Executive Officer to do all that is necessary to obtain funds to complete the works by 30 June 2025.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Tony Aquino, Ann Crowe, Neil Gorey, Alan Mathers, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Cr Gen Campbell</p> <p style="text-align: right;"><b>CARRIED 8/1</b></p>	Bond, Jack
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Meeting	Subject	Resolution Number	Resolution	Officer
Council 27/11/2018	Barham Water Supply Fluoridation	<a href="#">331118</a>	<p><b>RESOLUTION 331118</b></p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Alan Mathers</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Notes the request from the Local Health Medical Trust to consider fluoridation of water in Barham.</li> <li>Undertakes community consultation regarding fluoridation of the water supply in Barham.</li> <li>Following community consultation refer the results to NSW Health seeking approval for water supply at Barham to be fluoridated.</li> </ol> <p><u>In Favour:</u> Crs Chris Bilkey, Nikki Cohen, Alan Mathers and Thomas Weyrich</p> <p><u>Against:</u> Crs Gen Campbell, Neil Gorey, Ann Crowe and Geoff Wise</p> <p>The Mayor used his casting vote to pass the resolution.</p> <p style="text-align: right;"><b>CARRIED</b></p>	Bond, Jack

Meeting	Subject	Resolution Number	Resolution	Officer
Council 25/01/2022	Liston Caravan Park	<a href="#">290122</a>	<p><b>RESOLUTION 290122</b></p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> <li>Give notice of termination of a site agreement to each tenant of Liston Caravan Park in accordance with the provisions of the Residential Tenancies (Caravan Parks and Manufactured Home Estates) Amendment Act 1994.</li> <li>Request a further report that identifies councils' options in relation to the future of the Liston Caravan Park Mathoura, including:                     <ol style="list-style-type: none"> <li>Cost to upgrade the park to a compliant standard.</li> </ol> </li> </ol>	Bulmer, Glenn

- b) Management and operating models.
- c) Cost to decommission the site and develop the Caravan Park area into a passive recreation park.

CARRIED

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

Further advocacy has been made to continue the push for additional Federal and State support for the Swan Hill Bridge upgrade.

Water Licence's are being cleaned up to be more efficient across the Council and better utilised. This will lead into upcoming work with DPI Water for drought preparedness funding for Moama and Barham.

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

*Very exciting to be seeing the near completion of the Moama Pre-school. This is a tremendous project for Council and will be a tough one to get over the line in January and have it ready for operation. The transport team are well into many construction projects. In the background it is great to see the work that is happening in already preparing for future year projects and budgets. Water and Sewer are coming into their busiest period as we see the weather warm up and in influx of tourism into our Caravan Parks. The projects team have recently lost our Manager and will see this replacement help to realign the team back into the business operations.*

PART A: Section Accountabilities and Team Roles

Manager Buildings and Facilities – Glenn Bulmer		Coordinator Buildings and Facilities																																																																									
<p>Manage the ongoing viability of Council’s approximately 300 buildings and facilities through robust asset management plans and practices.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Maintain an accurate inventory of contractors and consultants for the management of Council’s diverse range of land, buildings and facilities.</p> <p>Manage the annual capital and operational budgets.</p>		<p>Provide an internal operational service for corporate buildings.</p>																																																																									
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O	Emergency Management planning for Buildings and Facilities																																																																										
O	Maintenance of Sport and Recreation Buildings																																																																										

murray river council Monthly Operational Report – January 2024 **Buildings and Facilities**

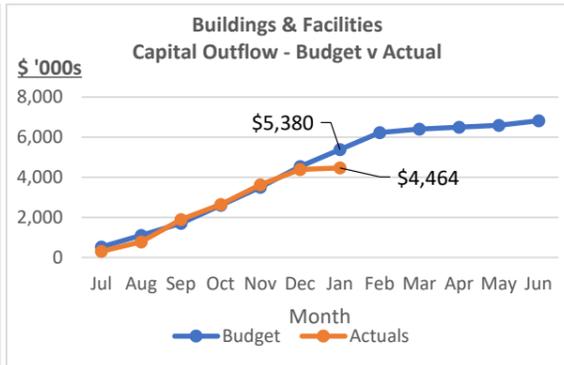
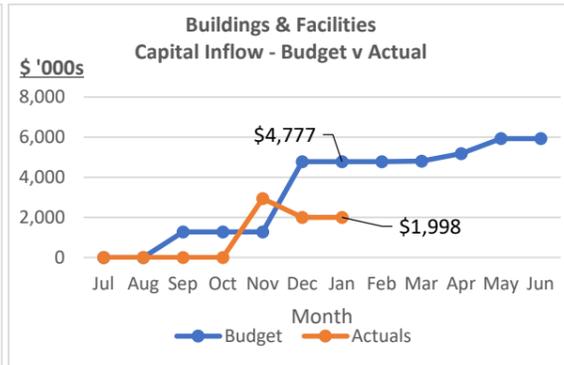
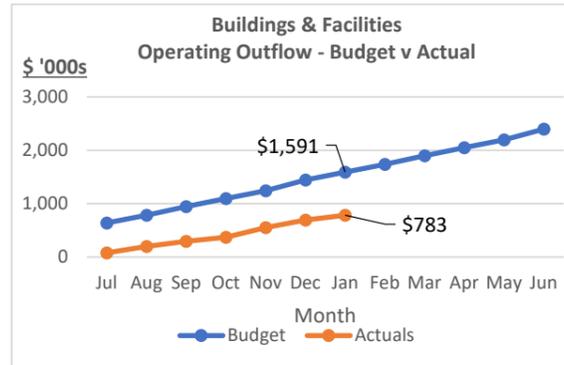
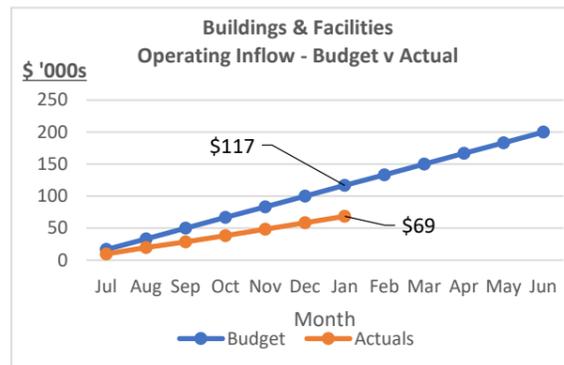
**PART B: 4 Year Delivery Program and 1 Year Operational Plan**



Under the 4 year Delivery Plan, the Building and Facilities relates to: asset maintenance and operations, planning, development, amenity and deliver new buildings that are well planned, connected, safe and designed to support our communities, industries, and businesses. The Infrastructure Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
<b>3.2 – Public Buildings</b>									
Delivery of a feasible level of service for the community in relation to public buildings.  Building Asset Management Plan to determine Council’s long term financial plans to deliver fit for purpose public buildings. (S DI)	Deliver	(DP 3.2.1) Town hall / public facility upgrades will be undertaken in line with the priorities set from the Building and Open spaces review – completed 2022. Feasibility and design requirement will be subject to grant funding availability.	B: MB&F P: MP&B P: MMP O:CB&F	✓	✓	✓	✓	Asset review completed by CT Management Group. Maintenance and renewal plans being finalised and split into separate documents. Currently in the planning phase. FY24 capital works and maintenance budget for Councils buildings derived from the CTMG 10 year maintenance and renewal plan. Following capital works planned for FY24: <ul style="list-style-type: none"> <li>Refurbishment of Goodnight Hall / Recreation Reserve Toilet block – aging asset.</li> <li>Refurbishment of Mathoura Memorial Park Toilet Block – aging asset. Includes update of fixtures and fittings, replacement of defective components, render and painting.</li> <li>Concrete hardstand is cracking / deteriorating and may become a</li> <li>Noorong Hall - Replace entire hardstand with new concrete.</li> <li>Wakool Hall - Kitchen fit out is deteriorating in both the main area and the tea room. External ramps leading from the hall to the storage ramp are too steep and there have been several near falls. Kitchen renewal and ramp upgrade required.</li> <li>Mathoura Hall – Leak detection and associated drainage improvement to combat rising damp issue at the rear of the building. New concrete paths install at the rear as well.</li> </ul>	Amber

**PART C: Financial Outcomes**



PART D: Project Status					
Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments
Asbestos remediation works – Council Buildings	\$47,000	\$26,089	\$20,911	40%	Planning phase. Contactors contacted to quote and conduct removal of asbestos in high priority buildings. Completed removal of some high priority floor coverings at Moulamein Business Centre. More asbestos removal works being planned. Asbestos removal and demolition of the old Barham Football clubrooms completed. Noorong Hall new vinyl flooring to cover / protect asbestos floor tiles.
Security & Compliance upgrade	\$86,000	\$46,275	\$38,892	80%	Ongoing rollout of the Salto system and the commencement of the installation of the Promaster system in the western area of the Council.
New Moama Preschool – Moama Rec Res (Construction phase)	\$5,902,492	\$5,116,253	\$786,239	90%	PCG meeting scheduled for 24/05/2022 to finalise architectural, carpark and landscaping design. Tender documents on track for 28/06/2022. Native title assessment completed 26/05/2022. Moama Rec Res PoM lodged with Crown Lands. Tender documents issued 06/07/2022. Architects making amendments to the plans to address CELA recommendations. Tender process on hold until PPP issues resolved. Tender process recommenced as per Council resolution 27/09/2022. Council resolved on the 28/03/2023 to award Tender to AV Builders on the proviso that further cost savings are identified prior to the CEO signing off on the Tender. Currently working with Architects and Builder to implement further cost savings. Works are progressing well and are on target despite the wet weather experienced during the first month of the build. All underground services have been installed, building slab has been completed, steel / timber framing has been erected, roof on and carpark completed. Building colour schemes have been finalised. Carpark works have commenced, and the kerbing being installed. Works to re-align the internal Recreation Reserve access track have commenced and are due to be completed 12/09/2023. Designs and delivery of the rear landscaping / play space have been finalised and have been assessed for compliance. Construction works have been completed except for electrical switchboard fit off, minor landscaping works, temporary driveway installation, defects rectification, detailed clean and electrical grid connection (connection scheduled for 12/02/2024). <i>The construction of the new Moama Preschool has been completed except for some minor works including connection to the electricity grid. Moama Preschool have moved into the building and commenced operation on the 5th February 2024. An official opening for the new building will be held in in April / May with further details to be announced in due course.</i>
Liston CP Revitalisation	\$75,500	\$67,717	\$7,283	85%	Current site holder notified to fully vacate sites by 01 Sept 2022. Full site audit and associated report completed. Councillor briefing session held 31/05/2022. RFQ for options paper sent to specialist tourist park consultants 08/06/2022 (closes 22/06/2022). Awaiting legal opinion regarding several matters. MRC to send further communication to site holders once received. Additional correspondence sent to site holders 22 June 2022. Large skip bin supplied to assist site occupants with disposal of smaller items. Stage 1 works will commence in mid August 2022 to demolish derelict buildings (old toilet blocks & shed). Demolition works now scheduled for mid October – delayed due to weather. Only one site remaining which has been partially decommissioned – due to be finalised by 18/10/2022. Demolition works completed November 2022. Scope Consulting have submitted draft final report. Staff currently reviewing findings and recommendations. Report being revised based on staff review and recent advice from Crown Lands. Councillor workshop held on 12/09/2023 to discuss report and options. Report to be drafted for next Council meeting.
Moama Main Office – Stage 1a (Ground floor office expansion)	\$60,000	\$24,027	\$35,973	40%	Moama Ground Floor office refurbishment and fit out to create additional 14 work stations to accommodate fluctuating demand / shortages, two additional meeting rooms (former massage and IT storage rooms), finalise conversion of former change rooms to temporary storage areas, rectify floor slip issue in airlock and east corridor, install printer, upgrade kitchen / loading bay stairs (safety – lighting, non-slip stair nosing's, hand rail both sides). Currently addressing identified safety issues. Currently investigating multiple water leaks and developing remediation options. Project carried over to FY24 due to leak rectification works being delayed. Works commenced August 2023. <i>New Wakool meeting room and ICT offices completed.</i>
Moama HQ Leak Rectification Work (C)	\$61,000	\$53,573	\$7,427	100%	Water leak rectification works nearing completion. Painting of the external cladding and internal wall linings completed. Works on the east side balcony completed. Additional investigation work underway post the leaks detected during the rain event in early 2024.
Moama Water Treatment Plant - Auto Sliding Gate	\$35,000	\$0	\$0	5%	Quotes currently being obtained for the works.
Staff dwelling – 20 Carne St Moulamein	\$25,000	\$4,900	\$20,100	20%	Scheduled capital renewal works – replacement concrete driveway, new blinds and carpets.
Staff dwelling – 37 Turora St Moulamein	\$34,800	\$16,766	\$18,034	10%	Scheduled capital renewal works – kitchen and bathroom refurbishment. <i>New kitchen installed.</i>
Goodnight Hall / Recreation Reserve Toilet block.	\$20,000	\$0	\$20,000	0%	Refurbishment of Goodnight Hall / Recreation Reserve Toilet block.
Yanga RFS Shed	\$590,674	\$111,678	\$478,996	10%	<i>Tender awarded to Tony Campbell Steel Fabrications. Preliminaries underway.</i>

## PART E: Business as Usual

**Moama Preschool Development:**

The construction of the new Moama Preschool has been completed except for some minor works including connection to the electricity grid. Moama Preschool have moved into the building and commenced operation on the 5<sup>th</sup> February 2024. An official opening for the new building will be held in in April / May with further details to be announced in due course.



**Yanga RFS Shed:**

Tender has been awarded to Tony Campbell Steel Fabrication. Works to commence in Feb 2024.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

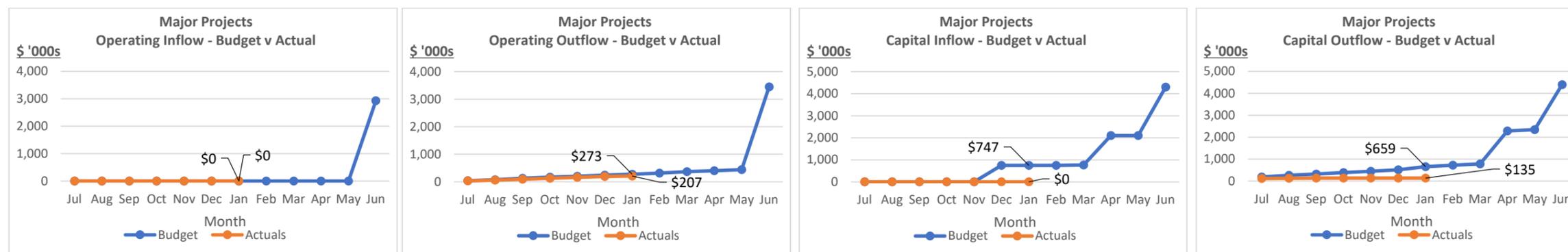
**PART A: Section Accountabilities and Team Roles**

Manager Major Projects – Onisimo Mukodi	Project Manager	Design and Development Technician (Vacant)																																																																																																																																							
<p>Manage the Major Projects Business Unit. Developing, implementing, and updating the framework and tools for project management; and the quality infrastructure design services and delivery of outsourced capital projects for roads, bridges, drainage, water, sewer and other civil infrastructure. Infrastructure design standards; infrastructure project development; investigation, design, and configuration of GPS systems for construction teams. Management of the Project Office; oversee the management of major projects, project managers, project teams, consultants, contractors in delivery of infrastructure projects. Ensuring that the projects are delivered within exceptions of: Scope; Time; Cost; Quality; Risk and Benefits. Design standards which satisfy Council’s adopted levels of service; best practice; legislation; Australian Standards and Codes of Practice. Accountable to users and stakeholder for project development; investigation; design; procurement; delivery and close out of projects on completion.</p> <p>Provision of major project development; investigation; design; procurement; construction/delivery; and project close out for Transport Services and Water Services and other business units.</p>	<p>Management of Infrastructure Projects. Investigation; Design; Procurement; Delivery/Construction; and Project Close out. Delivery of major infrastructure projects within exceptions of: Scope; Time; Cost; Quality; Risk and Benefits</p> <p>Accountable to users and stakeholder for project development; investigation; design; procurement; delivery and close out of projects on completion</p>	<p>Infrastructure project survey and investigation; design; and configuration of GPS systems for construction teams; setting out quality assurance and updating Council design standards (drawings).</p> <p>Designing infrastructure in accordance with Council’s adopted levels of service; best practice; legislation; Australian Standards and Codes of Practice. Accurate infrastructure works setting out configuration with GPS systems, control and quality assurance and updates of as-built drawings.</p> <p>Accountable to users, construction and project teams high quality design, survey, GPS setting out and control configuration and production for as-builts drawings.</p>																																																																																																																																							
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Under the 4-year Delivery Plan, the *Section* relates to Major Projects in the Built/Physical Environment to deliver infrastructure that is well planned, connected, safe and designed to support our communities, industries, and businesses. The Operations and Major Projects Directorate directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program. This Business Unit will contribute to other MOR reports as required.

**PART C: Financial Outcomes**



**PART D: Project Status**

Projects	Comments:	● ● ●
Moama Foreshores Development – Beach Amenities Block (including water, sewer and electrical service connections) (Regional Growth Fund/Community Building Partnership/Council)	Project complete.	●
Moama Foreshores Development – Riverside Retaining Walls (Regional Growth Fund/Council)	Project complete.	●
Sandys Road/Barber Creek Bridge (Fixing Country Bridges)	Project complete.	●
Frasers Road/Murrain Yarrein Creek Bridge (Fixing Country Bridges)	Project complete.	●
Tooranie Road/Yarrein Creek Bridge (Fixing Country Bridges)	Monitoring the water level on the Yarrein Creek. Work has been rescheduled to commence April 2024.	●
Murray Downs Foreshore Boat ramp and associated works (Boating Now Round 3/Council)	Delayed by very high river levels on the Murray at this location. Scheduled to resume during January 2024.	●
Echuca-Moama Floodplain Risk Management Study and Plan (NSW Floodplain Management Program/Council)	Public exhibition of the Draft Flood Study Report ended on 28/11/ 2023. The consultants and the Project Control Group will review the community feedback, address and close out the comments raised. Flood Study report is expected to be finalised by end of June 2024. It will then progress to the Flood Risk Management Study and Plan, expected to be completed by December 2023.	●
River Estate and Jamieson Levee Upgrade Detailed Investigation and Design	Project complete.	●
River Estate Levee Upgrade	Project received \$1,645,945 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	●
Moama major overland flow flood study	Project received \$141,429 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	
Moulamein flood study review	Project received \$108,428 funding under the 2023 Floodplain Management Grants. Preparations for delivery now underway.	
Moulamein Water Treatment Ring Levee, Riverine/Stormwater Backflow Prevention and upgrade of points of weakness in the levee	Preparation for procurement of survey, REF, and Design in progress. Funding deed has been signed by NSW Treasury. Process underway to appoint consultants for the design and specification of the works under the project.	●
Design for Barham Sewage Treatment Upgrade	Review of Environmental Factors (REF), Topographical survey in progress. Request for Tender for design consultants has closed. NSW Department of Public Works accepted the offer to undertake the design for the project.	●
Condition assessment of Murray Irrigation Limited Structures on the road network for Murray River Council, Edward River Council, Murrumbidgee Council,	Funding deed for \$3.8M has been signed by NSW Treasury. Process underway to appoint consultants for the design and specification of the works under the project.	

Berrigan Council and Federation Council. Project being delivered to improve road network performance.		
Moama Boat Pump Out Station upgrade design	Project has been deferred by the Council Business Owner.	●
Moama Raw Water Intake Protection Works	Project has been deferred by the Council Business Owner.	●
Murray Irrigation Limited Structures Load Assessment	Funding Deed has now been executed by NSW Treasury.	●

**PART E: Business as Usual**

Nothing to report.

**PART F: Service Metrics**

Nothing to report.

Date	Customer Compliant	Action Undertaken	● ● ●
	Nil		

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
	Construction risks: Scope, Time, Cost, Quality, WHS, Environmental	Construction Contract, REF, CEMP	Implement existing controls	
January 2022	Availability of internal resources to complete project tasks while managing business as usual	Relying on resources available	Fill vacancies of Technical Design Officer position. Position not yet filled.	●
	Temporary works installations for staging construction works bridge construction	Design Certification, Design Proof Engineering, Certificate of Compliance Issued by the Design Engineer upon completion.	Monitor and manage	●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

\*\*MANAGER HAS LEFT POSITION

**PART A: Section Accountabilities and Team Roles**

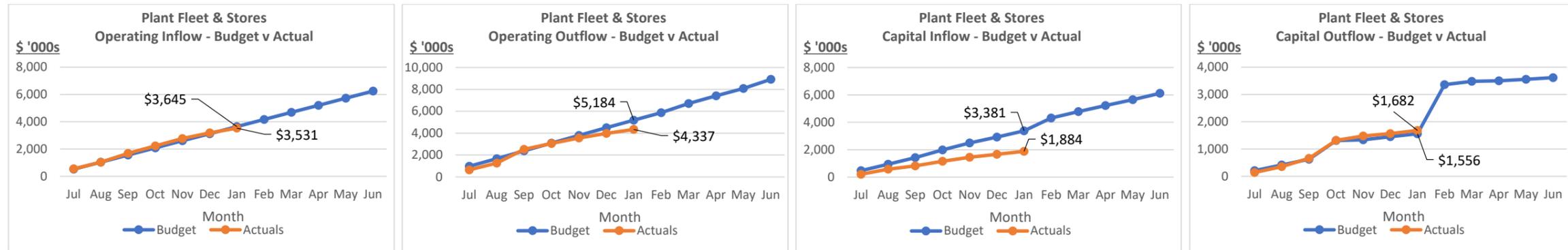
Manager Plant, Fleet and Stores – Chris Godfrey	Fleet and Workshop Manager	Procurement Officer Stores																																																																																										
<p>The ongoing management of and/or advisory service for mechanical, electrical, pneumatic, or hydraulic machinery or apparatus. Large and small earthmoving plant, heavy vehicles - trucks and cranes, pumps, electric, hydraulic, and pneumatic machinery, fixed plant (sewer, water, and waste management), minor plant and equipment, and pressure vessels. Directly manage council's store functions, as an internal service to the organisation. Provide a delivery and maintenance service for council's light vehicles.</p>	<p>Internal delivery service: maintenance of large and small earthmoving plant, heavy vehicles - trucks and cranes, pumps, electric, hydraulic, and pneumatic machinery, fixed plant (sewer, water, and waste management), minor plant and equipment, and pressure vessels.</p>	<p>Provide internal (operational) services, ordering and receipt of stores, goods and services, storage and allocation of stores, liaison with external suppliers.</p>																																																																																										
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Under the 4 year Delivery Plan, the *Section* relates to: effective provision and management of plant, fleet, equipment, and stores. The Infrastructure Directorate directly oversees the delivery of these outcomes; largely as an internal service provider.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	
				1	2	3	4		
<b>Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.</b>									
<b>7.10 – Gradual retirement of vehicles with Internal Combustion Engines (ICE).</b>									
Ensure Council's vehicle fleet is fit-for-purpose. (S DI)	Deliver	(DP 7.10.1) Business cases prepared for new Council's vehicle purchases to ensure they are fit-for-purpose and meet the transition out of vehicles with ICE.	B: MPF&S P: O:	✓	✓	✓		All vehicle and other fleet assets are assessed as "fit-for-purpose" before purchase contract is commenced.	

**PART C: Financial Outcomes**



January fuel costs in line with budget with the impact of continued higher fuel prices offset by reduced work days.  
 No new assets received in January – timing delay with February and March now expected to realise assets budgeted in January.

**PART D: Project Status**

2023-24 Asset Replacement Plan on track.

**PART E: Business as Usual**

No new assets received during January.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
			●●●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
	Plant and equipment unfit for purpose	Electronic Pre-Op forms being trialled now with 'Notification of maintenance required' being sent to workshop staff.	Project Replace existing formwork used for stormwater construction activity Task - Develop tag out procedure for unsafe plant and equipment	●●●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

PART A: Section Accountabilities and Team Roles

Manager Works – Ricki Thompson	Project Engineers	Soils Laboratory Supervisor	Road Safety Officer	Works Superintendents																																																																																																																																																																																																												
<p>This team is now solely focused on implementation and the “doing”.</p> <p>Ricki is the <b>Implementation Agent</b>.</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> <li>Civil Works</li> <li>Roads</li> <li>Bridges</li> <li>Ancillary furniture</li> <li>Emergency Services and After Hours Response</li> </ul> <p>Their work will include new projects, maintenance, and repair on:</p> <p>Roads, footpaths, stormwater, bridges, signage and linemarking, bus shelters, seats, street scaping, kerb and gutter, pavements, verges, traffic islands, streetlighting, etc.</p>	<p>This role is responsible for the supervision and management of construction and maintenance activities for the Works program including road construction, drainage constructions and contractual subdivision construction. Management of construction and maintenance activities as instructed by Transport for NSW (TfNSW) including fulfilling Murray River Council’s commitment to the Road Maintenance Council Contract (RMCC). In partnership with Works Coordinators, ensure deliverables and outputs from staff and contractors involved in the Works Program are in accordance with works packages, legislation and Murray River Council Policy and Procedures.</p>	<p>This role is responsible for the measurement and assessment of materials including gravels and soils for road pavement construction and repair.</p> <p>The team also manages the traffic counters to assess at a given site</p> <ul style="list-style-type: none"> <li>the number of vehicles per day</li> <li>the vehicle travel speeds</li> <li>direction of travel</li> <li>percentage heavy vehicles</li> </ul> <p>Since 2020, the team has relocated this information, along with historic data, into an online system for greater transparency of data and better decision-making for traffic management.</p> <p>Types of Soil Tests for Road Construction to assess soils strength, pavement design, construction quality.</p> <ul style="list-style-type: none"> <li>In-situ Moisture Content.</li> <li>Specific gravity of soil.</li> <li>Particle Size Distribution (By wet sieving &amp; pipette method)</li> <li>Compaction test – Proctor test.</li> </ul> <p>California Bearing Ratio (CBR) Test.</p>	<p>This role (half a position) is funded under the NSW Local Government Road Safety Program (LGRSP) up to 30 June 2025.</p> <p>It aims to foster important relationships with local businesses, community groups and institutions to deliver programs that improve road safety and help to integrate a ‘safe system’ approach to reducing road deaths and serious injuries at the local level.</p>	<p>This role is responsible for the coordination, logistics and delivery of capital and operational road works at Council.</p> <p>This includes reviewing customer service requests to assess and prioritise the need for unplanned maintenance works.</p> <p>This team also provides service requests for other parts of the business as required including water, wastewater and stormwater maintenance, road works and other assistance to parks and open spaces, earthworks and fencing for Council managed events.</p> <p>Areas of Focus/Accountability is for the provision of a safe road network including roads, footpaths, bridges, signage and linemarking, bus shelters, seats, kerb and gutter, pavements, verges, traffic islands, streetlighting, etc.</p>																																																																																																																																																																																																												
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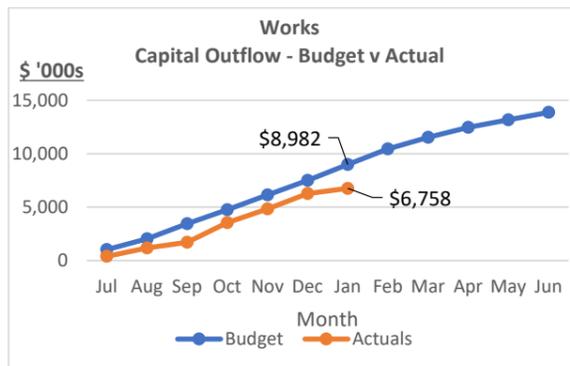
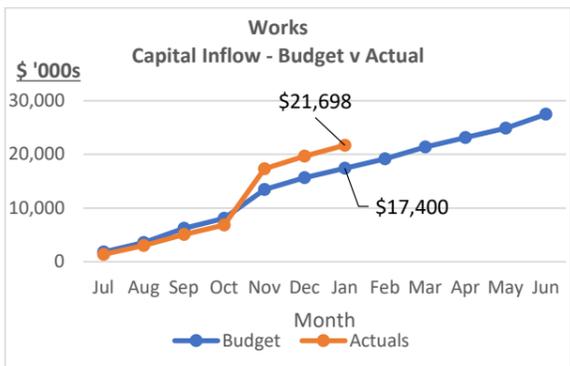
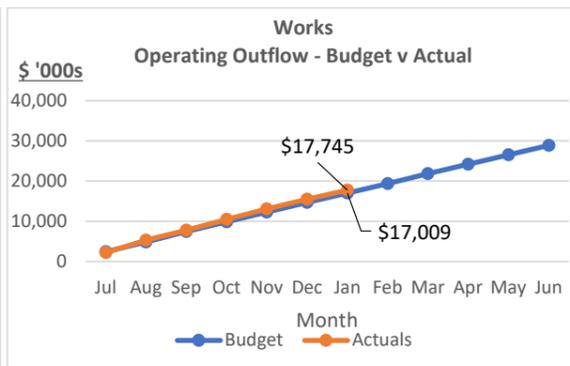
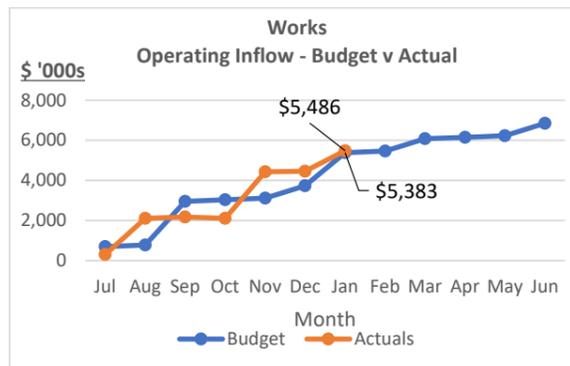


1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. (S DPE)	Deliver, Partner	(DP 1.2.2) Investigate options to use recycled materials in more projects across Council.	B: MWCS P: MWCS O: MWCS	✓	✓	✓	✓	In progress. Crushed concrete is used extensively at Transfer Stations and landfills to improve access. Other divisions of Council are continuously encouraged to assess the merits of recycled products for use in projects and services. Road pavement materials are recycled in reconstruction projects.	●
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
1.3 - Integrated Water Cycle Management									
Review and update the Residential Drainage / Flood Management Strategies (S DI)	Deliver	(DP 1.3.1. A) Progress the Moama West Drainage Strategy as development grows.	B: MW P: MIP O: MW	✓	✓			Ongoing.	●
	Deliver	(DP 1.3.1.B) Construction of the Moulamein Levee	B: MW P: MIP O: CW		✓	✓		Planning works in progress.	●
	Deliver	(DP 1.3.1.C) Investigate and progress stormwater infrastructure upgrades across the region	B: MW P: PE O: CW	✓	✓	✓		Ongoing. Upgrades incorporated into any road reconstruction projects as required.	●
<b>Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.</b>									
3.5 – Lighting upgrades & improvements									
LED lighting Strategy and program to be rolled out across the Council area (Street lighting and Parks and Reserves). (S DI)	Deliver	(DP 3.5.1) Progressive LED lighting replacement program to be undertaken over next 10 years. New subdivisions to use LED lighting.	B: MW P: SE O: Authority	✓	✓	✓	✓	Ongoing. LED lighting implemented in new works / subdivisions.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
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. (S DI)	Deliver	(DP 6.1.1) Develop and begin implementation of a Pathways Plan for implementation across the LGA.	B: MW P: PE O: Consultants	✓	✓	✓	✓	Ongoing. Investigating further funding avenues through Get Active NSW. Submission made for strategy funding.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
6.2 – Improved and consistent road signage across the region.									
Develop a plan to focus on updating road and pathway signage across the region (S DI)	Deliver	(DP 6.2.1) Develop and begin implementation of consistent and accurate signage across Council’s roads and pathways	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. All new works to be in accordance with current standards. Identification of older signage across Council’s roads and pathways for renewal.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
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. (S DI)	Deliver	(DP 6.3.1) Develop and begin implementation of parking options plan for all of Council.	B: MW P: SE O: CW		✓	✓	✓	Ongoing. Planning for a parking trial in Moama nearing completion.	●
<b>Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.</b>									
6.4 – Local road & drainage options									
Develop and implement a roads and drainage program of works.	Deliver	(DP 6.4.1) Develop and begin implementation of roads and drainage program of works for all of Council which	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. 2023/24 reviewed monthly. Current survey and design package will include projects to be included in future program of works.	●

murray river council Monthly Operational Report – January 2024 Works

(S DI)		addresses community concerns and feedback							
Sensitive design of roads to consider environmental factors, accessibility and amenity. (S DI)	Deliver, Partner, Advocate	(DP 6.4.2) Ensure Prework procedures are defined and developed to take into consideration Environmental and Heritage considerations	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Use of Project Management Framework to document necessary planning and approval requirements. Completion of Project Management Plans for new works where environmental and heritage considerations are documented. Engagement of a suitably qualified environmental scientist as required to evaluate and address environmental risks so that the that the design is complainant and satisfies project consent requirements.	●
<b>Theme 6 – Goal 3 – Advocate for improved public transport.</b> 6.6 – Public Transport that connects towns									
Work with state governments and local transport companies to improve service and infrastructure requirements (S DI)	Advocate	(DP 6.8.1) Upgrade and installation of infrastructure as identified.	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Funding secured under the Country Passenger Transport Infrastructure Grants Scheme for bus shelters. Planning for bus shelter installations have commenced in accordance with funding guidelines. Met with Newtons Bus Service and Dysons to review current servicers, opportunities for improvement and the expansion of Moama.	●
<b>Theme 6 – Goal 4 – Enable commercial transport and connection opportunities.</b> 6.9 – Truck Parking									
Consult and apply for grant funding for upgrades and new truck parking sites. (S DI)	Deliver, Partner, Advocate	(DP 6.9.1) Work with the community and Transport NSW to identify and develop new truck parking locations and upgrade existing locations as required across the region. Moama Township Plan will be the initial priority.	B: MW P: MCE O: PE	✓	✓	✓	✓	Ongoing. Moulamein truck parking area concept plan provided and under review.	●
<b>Theme 6 – Goal 4 – Enable commercial transport and connection opportunities.</b> 6.10 – Major Road Upgrades									
Road Asset Management Plan to deliver a financially sustainable road network across the LGA. (S DI)	Deliver, Partner, Advocate	(DP 6.10.1) Road Asset Management Plan under continual renewal with a program of deliverable projects developed for roads across the region.	B: MW P: MSA O: PE	✓	✓	✓	✓	Ongoing. Current survey and design package will include projects to be included in future program of works. Current Asset Management Policy under review, with proposed changes to be incorporated for internal comment.	●
	Deliver, Partner, Advocate	(DP 6.10.2) Advocate to Transport NSW for upgrades to state and regional roads.	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Funding secured for Kyalite Road widening, pending confirmation of co-contribution and execution of deed. Design of Barmah Road rehabilitation underway. Meetings with TfNSW conducted along the Cobb Highway.	●

PART C: Financial Outcomes



## PART D: Project Status

Location	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Mathoura	Roads to Recovery (R2R)	Bunnaloo Road Widening & Reconstruction (Ch 7.09km – 8.92km)	Finalisation	100%	Completed.	Practical completion completed late January.
Mathoura	Roads to Recovery (R2R)	Bunnaloo Road Widening & Reconstruction (Ch 2.25km – 4.0km)	Construction	25%	In progress.	Onsite pre-commencement meeting completed in last January and works in progress.
Speewa	Roads to Recovery (R2R)	Speewa Road Widening & Reconstruction	Construction	45%	In progress.	Works progressing well after delays due to wet weather. Subbase has been completed.
Barham	Roads to Recovery (R2R)	Wakool Street & Chester Street Intersection Traffic Calming	Planning	15%	In progress.	Concept design provided. On review and feedback from adjacent properties, alternate treatment to intersection to be considered.
Various	Disaster Recovery Funding Arrangements (DRFA)	AGRN 1034 – NSW Flooding from 14 September 2022	Construction	50%	In progress.	86 out of 160 damages completed.
Various	Fixing Local Roads (FLR)	Pothole Repair Round 2023-2024	Close out	98%	In progress.	Works completed and funding exhausted. The total number of potholes completed was 8,876. Project completion report documentation in progress.
Various	Regional & Local Roads Repair Program (RLRRP) to be superseded with the Regional Emergency Roads Repair Fund (RERRF)	Regional Emergency Roads Repair Program 2023-2027	Planning / Construction	10%	In progress.	Works progressing based on variation deed, from the original approved RLRRP works. Draft detailed work plan submitted to TfNSW for review. Detailed work plan to be finalised by end of April 2024. Works recommencing on heavy patching in February. Gravel resheeting works scheduled.
Bunnaloo	Fixing Local Roads Round 4 (FLR4)	Perricoota Road, Bunnaloo	Construction	50%	In progress.	Works are continuing to progress well.
Kyalite	Co-funded Fixing Country Roads Round 6 Council Regional Emergency Roads Repair Fund (RERRF) (pending)	Kyalite Road Widening	N/A	0%	Not commenced.	Application under the Heavy Vehicle Safety & Productivity Programme has been unsuccessful. Seeking confirmation for use of RERRF.
Various	Block Grant	Regional Road Reseals	Construction	10%	In progress.	Contractor inspections and seal design to be completed.
Various	Council	Urban Street Reseals	Construction	10%	In progress.	Contractor inspections and seal design to be completed.
Various	Block Grant	Deni Barham Road Rehabilitation & Widening	Planning	10%	In progress.	Planning nearing completion for commencement in February.
Various	Block Grant	Barmah Road Rehabilitation & Widening	Planning	5%	In progress.	Pavement design finalised. Detail design to be completed February / March.
Thyra	Council	Thyra Road Railway Crossing Removal	Pre-construction	10%	In progress.	Works scheduled for March / April..

## PART E: Business as Usual

**Road Opening Permit & Driveway / Crossover Applications**

A Road Opening Permit (ROP) and applications to construct a driveway or crossover are in accordance with Section 138 of the Roads Act.

For the current month, eight (8) new applications have been processed for ROPs and driveway / crossover applications, for a total of 121 for the financial year.

Application	Received YTD	Completed YTD	Received Current Month	Completed Current Month	Pending / To be Completed	Application Returned for Further Information
Road Opening Permits	83	80	13	10	0	3

Driveway / Crossover Applications	38	37	2	1	1	0
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Pre-pour inspections for driveways / crossovers: 24

Culvert installation inspections: 0

Pre-application consults: 3

#### Flood Recovery

Council has completed 86 out of 160 damages.

This includes works on the following roads.

- Amor Road
- Aratula Road
- Balranald Road
- Barmah Road
- Barnes Road
- Caldwell Line Road
- Chanter Street
- Cornalla Road
- Edgar Road
- Finn Road
- Fraser Road
- Gilmour Road
- Gorey Road
- Holmes Street
- Kyalite Road
- Leetham Road
- Milgate Road
- Millewa Road
- Moama Street
- Nineteen Mile Road
- Officer Road
- Old Barmah Road
- Old Morago Road
- Perricoota Road
- Perricoota-Forest Road
- Picnic Point Road
- Riverside Caravan Park Access Road
- Sandy Bridge Road
- Tarragon Road
- Wakool Road

The deadline to complete the final phase is 30 June 2025.

#### 5 Year Crash Statistics

79% of the crashes were single vehicle crashes.

76% of the crashes were single vehicles going off the road which is usually caused by excessive speed, fatigue or distraction (e.g. mobile phone use).

Year	# Crashes	# Casualties	Degree of crash - detailed	# Crashes	% of Total	Degree of casualty - detailed	# Casualties	% of Total
2018	28	43						
2019	21	25	Fatal	6	7.0%	Killed	6	5.1%
2020	12	18	Serious Injury	6	7.0%	Seriously Injured	8	6.8%
2021	16	18	Moderate Injury	25	29.1%	Moderately Injured	31	26.3%
2022	9	14	Minor/Other Injury	46	53.5%	Minor/Other Injured	66	55.9%
			Uncategorised Injury	3	3.5%	Uncategorised Injured	7	5.9%

Crashes with alcohol involved		Crashes with speeding involved		Crashes with fatigue involved	
10	11.6%	30	34.9%	14	16.3%

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color:red">●</span> <span style="color:yellow">●</span> <span style="color:green">●</span>

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

Tremendous effort from everyone involved in the Pothole Repair program. MRC was the third highest funded LGA and we expended our \$1million funding by original deadline of 31 December 2023, completing works on almost 8,900 potholes.

We are making great advancements with the flood restoration works, particularly across many sites in the western area of our LGA.

Cobb Highway capex and opex heavy patches were all completed on time and within budget, well done to everyone involved in this works. TfNSW will now progress with their reseal program on the Cobb Highway.

Well done to Brock Blake-Hunter and Geoff Guest for completing the Ausroad training for Ausroad Jetmaster Road Maintenance Unit.

Thank you to all who assisted with the recent rainfall events, including the follow up cleaning works and onsite reviews / discussions.

Perricoota Road resheeting, Bunnaloo Road and Speewa Road reconstruction projects are progressing well.

Upcoming works include continuation of flood restoration works, regional roads and urban street reseals, Chester Street and Wakool Steet intersection, Deniliquin-Barham Road, Vallance Court, Thyra Road railway removal and various K&G, stormwater and footpaths maintenance and renewals.



Wakool Road.



5 Mile sink hole restoration completed by Parks NSW on behalf of Council.



Plant parked during Cobb Highway heavy patching works.

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

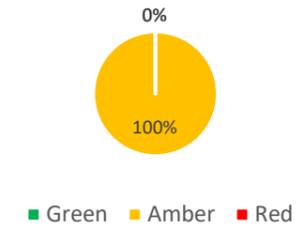
Flood restoration works continue to track well with 86 out of 160 damages completed. Recent rainfall events highlighted an increase need to review infrastructure and complete additional maintenance / cleaning of our drainage network.

**PART A: Section Accountabilities and Team Roles**

Manager Water Services – Phillip Smith	Supervisor Water & Wastewater (By Location)	Assistant Supervisor																																																																																																															
<p>This team is now solely focused on implementation and the “doing”.</p> <p>Murray is the <b>Implementation Agent</b></p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> <li>Water source access (including alternative supply options)</li> <li>Water and wastewater treatment processes</li> <li>Water distribution and quality</li> <li>Wastewater collection</li> <li>Water efficiency and reuse</li> <li>Emergency Services and After-Hours Response</li> </ul> <p>Their work will include:</p> <p>Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection &amp; repair, planned and unplanned pipe maintenance, pump operations and repair, customer response.</p>	<p>The supervisors of the Wastewater and Water teams are responsible for the day-to-day operations of the field staff.</p> <p>Ensuring this most commonly unseen business of Council is ran effectively 24/7 365 days of the year.</p>	<p>The assistant supervisor of the Wastewater and Water teams is responsible for all daily assistance to the supervisors as required.</p>																																																																																																															
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**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

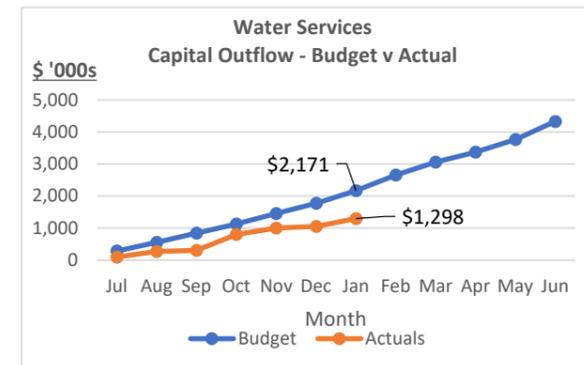
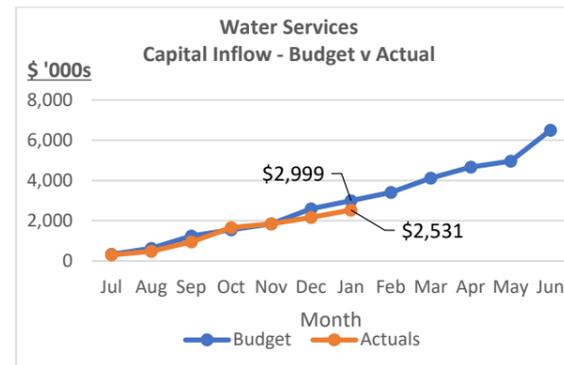
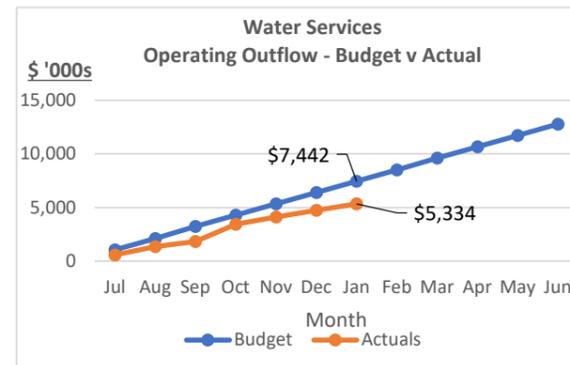
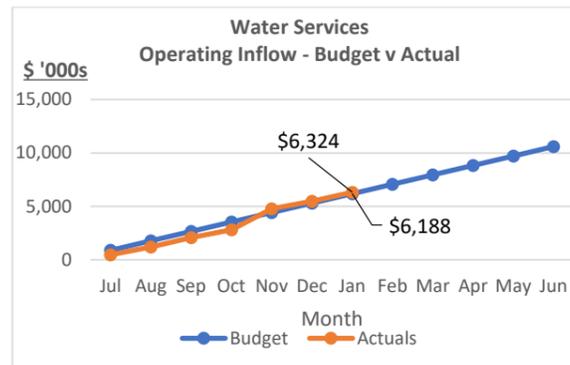
Operational Plan Delivery



Under the 4-year Delivery Plan, the Water, Wastewater and Sewerage Section relates to: providing a safe drinking water and reliable sewerage network for our urban communities. The Director of Infrastructure directly oversees the delivery of these outcomes

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
<b>Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment</b>									
<b>1.3 - Integrated Water Cycle Management</b>									
Review and update the Drinking Water Management System. (S DI)	Deliver	(DP 1.3.2) Investigate and address water pressure issues across the region	B: MWS P: O:	✓	✓	✓	✓	Initial investigations of water pressure and infrastructure complete. Barham rectification works are underway and on target to be online by 2024.	Amber
Review and update the Sewer Strategy / Management Plan (S DI)	Deliver	(DP 1.3.3) Review and update sewer plant and network operations as required. Ongoing investigations	B: MWS P: O:	✓	✓	✓	✓	Investigated current sewer plant and network across the Council is complete. Currently in the process of investigating options for future growth and maintenance.	Amber

**PART C: Financial Outcomes**



**PART D: Project Status**

Location & Service	Type of Work	Project Description	Status	% Works Complete	Comments
Barham Filtered water	Capital Upgrade	Booster pump for Barham Filtered water town supply. The project will result in a significant increase in water pressure for Barham residents.	Under Construction	80%	Detailed design complete.  Essential valves and fittings installed to network for connection of pump. Contractor Engaged for construction of building required onsite. Slab and foundations complete. Pumps have arrived and the fittings are being fabricated. Awaiting power meter installation for commissioning

murray river council Monthly Operational Report – January 2024 Water Services

					 
Koraleigh Raw Water network.	Capital Project	Design, consultation, and construction of Raw Water network in Koraleigh.	Complete	100%	Design is and consultation complete. Project is out to tender for construction. Tender process completed materials ordered for construction. Construction completed and network is operational.
Barham Sewer Scheme	Capital Upgrade	Design and construction of Barham Town Sewer Scheme.	Tender	30%	Tender in progress Preliminary Environmental assessment drafted.
Moama Sewer Scheme	Capital Upgrade	Design of the Moama Sewer treatment to support growth and sustainability.	Tender	10%	Review of strategic documents required for design tender.
Wakool water reservoir renewal	Capital Renewal	Replacement of the existing filtered water reservoir for Wakool water supply (Stage 1 of 2)	Under construction	20%	Procurement and design complete. Design finalised. Dates for construction TBC.

**PART E: Business as Usual**



Barham chlorine gas dosing replacement



Odour control unit at pump station



New filtered flow meter at Mathoura WTP



Online turbidity meters



Machinery shed complete for minor plant at Moama WTP.

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	
1/08/2023	Complaint to EPA regarding reported odour near Moama Sewer Treatment Works.	Met EPA onsite 3 <sup>rd</sup> of August to investigate odour complaint. No issues to be resolved following inspection by EPA.	<div style="display: flex; justify-content: space-around;"> <span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span> </div>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
16/7/21	Contamination of water supply	Former Council Critical Control Points.	Task - Develop a Water Quality Management Plan. At Final Draft Stage. Task - Develop backflow prevention register and testing process. Backflow devices are being installed on standpipes	● ● ●
16/7/21	Use of unfit for purpose re-claimed water on public spaces	Stormwater Planning now considers an alternative water supply and not a waste product.	Project - Full independent review to be undertaken of effluent re-use schemes Task - Ensure rigorous agreements with the user groups are implemented Task - Review processes and ensure all legislative requirements are met and approval is obtained under Section 60 of the Local Government Act	●
2017	Major sewerage infrastructure blockage, overflow or failure		Project - Install CCTV recording of sewer system Task - Continue refinement of Liquid Trade Waste System Task - Develop and implement water quality management plan	● ● ●
1/2/21	Public Accessing the water tower at the Barham Recreation Reserve	Fencing around the site.	Security Fencing has been installed around reservoir Task - Cage to be placed around the bottom of the stairs to prevent access Task – Secure gaps between ground and bottom of fence in Northwest corner of reserve	● ● ●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.)**

- Congratulations to Blake Keech who is the acting Assistant Supervisor for January.
- Well done to Water and Sewer staff during recent black water events, this was a challenging time for staff operating the plants to treat the raw water and supply potable water for the community.

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

- Draft Augmentation plans for the Moama water treatment plant for any future black water events are being reviewed by DPIE for approval.
- Council is seeking funding through the Safe Secure Water Program for essential upgrades to the Moama Sewer Treatment Plant following recommendations from the Integrated Water Cycle Management Plan.
- Council is in the final stages of implementing Waste ID for the regulation of Liquid Trade Waste transport and disposal. Council will be installing QR codes at various locations further information will be available by scanning the QR codes.

PART A: Section Accountabilities and Team Roles

Strategic Property Specialist – Chris Godfrey	
<p>To ensure long-term sustainability and service delivery of the Council's land and associated facilities by delivering the Revenue Task Force recommendations (land and building assets).</p> <p>Build strong partnerships with key stakeholders and work with the community to ensure ongoing provisions of the appropriate and sustainable level of community facilities are available, whilst safeguarding the Council's financial interests.</p> <p>Liaise with internal managers and external stakeholders to understand the service level requirements that Councils land and associated facilities by:</p> <ul style="list-style-type: none"> <li>- Interfacing with stakeholders, (internal and external), with regard to retention of some and rationalisation/retirement/conversion of other property assets throughout the council area.</li> <li>-To liaise with relevant managers who will develop strategies in line with the rationalisation of assets.</li> </ul>	
Accountabilities	
SBPO	Accountability
B	Revenue Task Force - Reconciliation of Phase II of the Program
B	Planning stakeholder interaction
P	Project delivery of RTF recommendations

PART B: 4 Year Delivery Program and 1 Year Operational Plan

N/A

PART C: Financial Outcomes

PART D: Project Status

*The ex-CEO house in Moulamein has been sold with value received above certified valuation. Contract for sale has been completed and settlement is scheduled for 24 February 2024.*



*Expression of Interest for Moulamein Aerodrome site has closed with only 1 Expression being received. Value expressed in below certified valuation and land parcel now advertised for sale through agent. Internal assessment of 2 more Operational Land parcels commenced in January. If assessed as surplus to requirements, then the appropriate disposal options will be pursued for these parcels.*

**PART E: Business as Usual**

*Continuous investigation to identify potential disposal opportunities of surplus land and building assets. List of Community assets being prepared for submission to 3<sup>rd</sup> party for creation of proposal to convert from Community to Operational land.*

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<span style="color: red;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span>

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.**

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**

PART A: Section Accountabilities and Team Roles

Manager Local Committees – Karen Buckley	
<p>Work collaboratively with committees of Council to assist them to meet their obligations as required by S355 of the Local Government Act 1993 and to improve governance, risk mitigation, and long-term sustainability. Monitor and support committees to optimise their viability.</p> <p>Monitor the Aged Care Reforms and develop strategic plans that will enable the continuation of services delivery of frail-aged services under the Commonwealth Home Support Program and Community Transport under the Community Transport Program within the Community Services Department.</p>	
Accountabilities	
SBPO	Accountability
B	Business Continuity Plan – Community Services
B	Section 355s
P	Business Continuity Plan – Community Services
P	Section 355s
O	Business Continuity Plan – Community Services

murray river council Monthly Operational Report – January 2024 Local Committees (S355s)

**PART B: 4 Year Delivery Program and 1 Year Operational Plan**

Under the 4 year Delivery Plan, the Local Committees (S355s) Section relates to: **3. Strategic Theme 3: A place of Liveable Communities**  
 3.1 - Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles - Sports and recreation facilities and spaces.  
 3.2 - Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles - Public buildings.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	
				1	2	3	4		
<b>Theme 4 - A place of inclusion, culture and wellbeing</b> Actively promote and resource educational pathways into (working with) Council (retain and attract new people)									
Theme 4, Goal 3 - Developing future leaders		Expand skills already exiting in the community that are under utilised by existing businesses and exploit	B: MLC P: MLC O:					Regularly attends Committee Meetings to support members	
<b>Theme 2 - A place of Progressive Leadership</b> Achieve community driven results through collaboration and engagement (community and stakeholder)									
Theme 2, Goal 4 - Community and Council collaboration	Deliver	Increased interaction with Communities.	B: MLC P: MLC O:					Manager of local Connections regularly attends Committee meetings and communicates with committees to assist with any issues, or queries.	

**PART C: Financial Outcomes**

N/A

**PART D: Project Status**

Evaluation of the purpose of all committees is underway in consultation with the committees.  
 Draft instruments of delegation have been developed [and are ready for use](#) -  
 The instruments of delegation will provide clarity around responsibilities for committees and council.  
 Provide knowledge to committees about the functions they are legally able to undertake pursuant to the Local Government Act.  
 Regular User Group Agreements will ensure all User Groups are aware of their limitations and responsibilities in regard to the facility they use/hire.  
[A suite of meeting templates with instructions have been developed.](#)  
[An administration timeline has been drawn up – this document will outline committees and councils’ obligations and ensure all administration tasks are completed consistently.](#)

**PART E: Business as Usual**

Manager of Local connections continues to meet with all Section 355 Committees.  
[During Jan. MLC attended:](#)  
[Tooleybuc Recreation Reserve](#)  
[Koraleigh Hall & Recreation Reserve Committee Meeting](#)

murray river council Monthly Operational Report – January 2024 Local Committees (S355s)

**PART F: Service Metrics**

*Escalated Customer Service Reconciliations to CEO level*

Date	Customer Compliant	Action Undertaken	● ● ●

*Risk Management*

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

**PART G: The Business of Improving the Business (Special events, achievements of note, celebrations, Recognition of Team Members (Living the values), The X Factor.**

**PART H: Executive Summary (High Risk, Significant Change, Challenges, Emerging Trends or Significant Highlights)**



Amendment to Murray Local Environment Plan 2011

JULY 2023

Lots 2-3 in DP1213161 and Lot 15 in DP1273625  
Beer Road and Perricoota Road, Moama

Submitted to Murray River Council  
Prepared on behalf of Oakbridge Dungala Pty Ltd

**Contact**

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PROJECT NUMBER				
22152				
REVISION NO	REVISION DATE	VERSION STATUS	AUTHOR	APPROVED
01	29/06/2023	Final	DH	DH

# Contents

<b>Executive Summary</b> .....	<b>5</b>
1.1. Overview.....	5
<b>2. Introduction</b> .....	<b>7</b>
2.1. Overview.....	7
2.2. Scope and Format of Planning Proposal .....	7
2.3. Supporting Plans and Documentation.....	8
<b>3. Site Description</b> .....	<b>9</b>
3.1. Site Location and Context .....	9
3.2. Site Description .....	11
3.3. Surrounding Development.....	12
<b>4. Proposed Amendment</b> .....	<b>13</b>
4.1. Objectives and Intended Outcomes .....	13
4.2. Explanation of Provisions .....	13
4.3. Justification.....	14
4.4. Mapping.....	21
4.5. Community Consultation .....	22
4.6. Project Timeline.....	23
<b>5. Conclusion</b> .....	<b>25</b>
<b>Attachment A: Concept Plan</b> .....	<b>26</b>
<b>Attachment B: Consistency with Riverina-Murray Regional Plan 2036</b> .....	<b>27</b>
<b>Attachment C: Consistency with State Environmental Planning Policies</b> .....	<b>33</b>
<b>Attachment D: Consistency with Section 9.1 Ministerial Directions</b> .....	<b>43</b>

## Figures

Figure 1 – Site Map .....	9
Figure 2 – Aerial view of the subject land .....	10
Figure 3 – Existing conditions plan showing the subject land .....	11
Figure 4 – Existing Land Zoning Map .....	13
Figure 5 – Proposed Land Zoning Map .....	13
Figure 6 – Existing Minimum Lot Size Map .....	14
Figure 7 – Proposed Minimum Lot Size Map .....	14
Figure 8 – Preferred development sequencing in the Local Housing Strategy. Note the subject land indicated showing 'short term land release' intentions .....	17
Figure 9 – Extract of the recommended Zoning and Minimum Lot Size Maps for Moama .....	18

## Tables

Table 1 Executive Summary Table .....	6
Table 2 Attachments to Planning Proposal .....	8
Table 3 Consideration of the Murray River Council Local Strategic Planning Statement .....	15
Table 4 Project Timeline (indicative) .....	23
Table 5 Consistency with Riverina-Murray Regional Plan .....	28
Table 6 Consistency with State Environmental Planning Policies .....	34
Table 7 Consistency with Ministerial Directions .....	44

# Executive Summary

The report has been prepared to address the requirements of the Environmental Planning and Assessment Act 1979 (EP&A Act), as well as satisfying the requirements of the NSW Department of Planning, Infrastructure & Environment's guidelines titled: *Local Environmental Plan Making Guideline* (December 2021).

## 1.1. Overview

This Planning Proposal has been prepared by Habitat Planning on behalf of Oakbridge Dungala Pty Ltd and is submitted to Murray River Council in support of a Planning Proposal to amend the *Murray Local Environmental Plan 2011* (LEP).

Specifically, the Planning Proposal that Murray River Council resolve to support the changes to the LEP as detailed in this Planning Proposal and forward it for a Gateway Determination to undertake the following:

- Amend the Land Zoning Map as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from RU1 Primary Production Small Lots to R1 General Residential zone.
- Amend the Minimum Lot Size Map as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from a minimum lot size of 120 hectares to a minimum lot size of 500m<sup>2</sup>.

The report has been prepared to address the requirements of the *Environmental Planning and Assessment Act 1979* (EP&A Act), as well as satisfying the requirements of the NSW Department of Planning, Infrastructure & Environment's guideline titled: *Local Environmental Plan Making Guideline* (September 2022).

For the purposes of the Guideline, the application is classified as a 'Standard' Planning Proposal as it relates to the rezoning of lots to General Residential Zone, consistent with the recommendations of the *Murray Local Housing Strategy 2023*.

In this instance, the Planning Proposal is sought in response to the recommendations of the *Murray Local Housing Strategy 2023* which recommend the subject site be progressed for infill development of the Moama future urban area. The outcome is directly the result of the Local Strategic Planning Statement and a Strategic Study of Council.

This outcome is broadly in line with the key strategic planning principles and a long term urban outcome that is derived for physical conditions of the land.

The Planning Proposal has strategic merit and is in the public interest for the following reasons:

- The proposal is generally consistent with the strategic planning framework including State, Regional and local planning strategies for Murray River Shire.
- The proposal is consistent with the recommendations of the recently exhibited *Local Housing Strategy*.
- The resultant development of the land will not create any unacceptable environmental or social impacts.
- Development of this land as sought by this Planning Proposal can be fully integrated with residential development surrounding, both existing and proposed.
- There is clear evidence and demand for this form of residential product.
- There will be a net benefit for the community.
- The subject land can be provided with all urban services.

It is recommended that Murray River Council resolve to support the changes to the LEP as detailed in this Planning Proposal and forward it for a Gateway Determination

**Table 1 Executive Summary Table**

Item	Description																
<b>Site Address</b>	Perricoota Road & Beer Road, Moama																
<b>Property Descriptor</b>	Lot 2 in DP1213161 Lot 3 in DP1213161 Lot 15 in DP1273625																
<b>Existing Planning Controls</b>	<table> <tr> <td>Land Zoning</td> <td>RU1 Primary Production</td> </tr> <tr> <td>Minimum Lot Size</td> <td>120 ha</td> </tr> <tr> <td>Height of Buildings</td> <td>N/A</td> </tr> <tr> <td>Floor Space Ratio</td> <td>N/A</td> </tr> <tr> <td>Heritage</td> <td>N/A</td> </tr> <tr> <td>Land Reservation Acquisition</td> <td>N/A</td> </tr> <tr> <td>Site Specific Local Provisions</td> <td>N/A</td> </tr> <tr> <td>Bush Fire Prone Land</td> <td>No</td> </tr> </table>	Land Zoning	RU1 Primary Production	Minimum Lot Size	120 ha	Height of Buildings	N/A	Floor Space Ratio	N/A	Heritage	N/A	Land Reservation Acquisition	N/A	Site Specific Local Provisions	N/A	Bush Fire Prone Land	No
Land Zoning	RU1 Primary Production																
Minimum Lot Size	120 ha																
Height of Buildings	N/A																
Floor Space Ratio	N/A																
Heritage	N/A																
Land Reservation Acquisition	N/A																
Site Specific Local Provisions	N/A																
Bush Fire Prone Land	No																
<b>Proposed Amendment</b>	<p>Amend the Land Zoning Map as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from RU1 Primary Production Small Lots to R1 General Residential zone.</p> <p>Amend the Minimum Lot Size Map as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from a minimum lot size of 120 hectares to a minimum lot size of 500m<sup>2</sup>.</p>																
<b>Type of Amendment</b>	Standard																

## 2. Introduction

### 2.1. Overview

This Planning Proposal Scoping Report has been prepared by Habitat Planning on behalf of Oakbridge Dungala Pty Ltd and is submitted to Murray River Council in support of a Planning Proposal to amend the Murray Local Environmental Plan 2011 (LEP) as it relates to Lots 2 and 3 in DP1213161 and Lot 15 in DP1273625 at Perricoota Road and Beer Road, Moama.

This report has been prepared to address the requirements of Section 3.33 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), as well as satisfying the requirements of the NSW Department of Planning and Environment (DPE) guideline *Local Environmental Plan Making Guideline* (December 2021)

This report demonstrates that the proposed amendment to the Land Zoning and Minimum Lot Size Maps are consistent with the intent and objectives of the planning framework and strategic plans and policies. Consequently, this will provide both Council and the NSW DPE with the confidence to endorse the proposed amendment as sought by this Planning Proposal.

It is requested that Council forward the Planning Proposal to the Minister for Planning for Gateway Determination in accordance with the EP&A Act. The Gateway Determination by the Minister will decide:

- Whether the matter should proceed (with or without variation).
- Whether the matter should be resubmitted for any reason (including for further studies or other information, or for the revision of the Planning Proposal).
- The community consultation required before consideration is given to the making of the proposed instrument.
- Whether a public hearing is to be held into the matter by the Planning Assessment Commission or other specified person or body.
- The times within which the various stages of the procedure for the making of the proposed instrument are to be completed.

### 2.2. Scope and Format of Planning Proposal

The Planning Proposal details the merits of the proposed changes to the LEP and has been structured in the following manner:

- Section 1.0 provides an introduction to the Planning Proposal;
- Section 2.0 provides a description of the site, its context and existing development, including identification of the land to which the changes are proposed;
- Section 3.0 identified the planning framework applicable to the site and considers the Planning Proposal against the relevant strategic plans and policies;
- Section 4.0 contains the Planning Proposal, prepared in accordance with the matters to be considered in the Department of Planning's document titled *A Guide to Preparing Planning Proposals*; and
- Section 5.0 provides the conclusions and recommendations to proceed with the Planning Proposal to Gateway Determination to amend the LEP.

### 2.3. Supporting Plans and Documentation

The Planning Proposal has been prepared with regard to preliminary supporting documents which have been prepared to accompany the application. These documents are included as attachments to this report and are identified in **Table 1**.

**Table 2 Attachments to Planning Proposal**

No.	Document Name	Prepared by
A	Development Concept Plan	Development Outcomes
B	Consistency with Riverina-Murray Regional Plan 2036	Habitat Planning
C	Consistency with State Environmental Planning Policies	Habitat Planning
D	Consistency with Section 9.1 Ministerial Directions	Habitat Planning

### 3. Site Description

#### 3.1. Site Location and Context

The subject land to which this application relates comprises three (3) adjoining parcels of land to the north west of the Moama urban area, located near the intersection of Beer Road and Twenty-Four Lane.

The lots are described as Lots 2 and 3 in DP1213161 and Lot 15 in DP1273625 and present a narrow and irregular shaped holding of land to the south of Beer Road with a total area of 31.2 hectares. The lots are addressed as Beer Road and Perricoota Road, Moama.

Figure 1 below shows the location of the subject in context to the broader area of Moama.

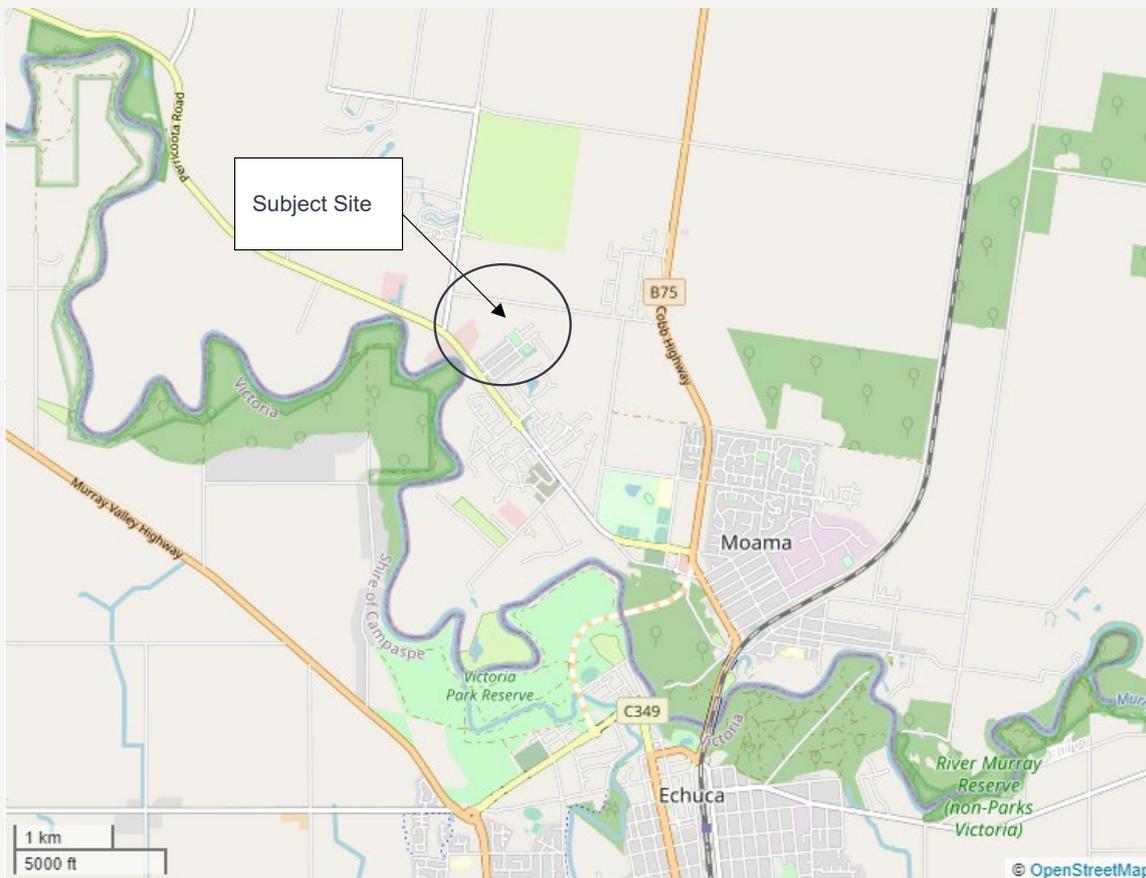


Figure 1 – Site Map



Figure 2 – Aerial view of the subject land

**3.2. Site Description**

The site is located within a former rural area which is transitioning into urban residential properties in the north west of the Moama township. It is located to the south of an establishing residential development above Beer Road and immediately adjoining residential developments along Perricoota Road. The location of the land is within the well defined growth area of the Moama urban area.

The land is former rural land which has been used for intensive agricultural production (horticultural) and associated functions. There are no buildings and structures located on the lots, with the land only improved with planted vineyards.

The topography of the site is very flat with minimal changes in grade across the full property. There are some minor depressions noted through the centre of the lot.

The site was formerly used for vineyards, with the produce trees having been established across the full extent of the property. The land has been completely cleared of any indigenous vegetation and significantly disturbed at the ground layer.

Vehicular access is provided to each lot via informal access from Beer Road and Twenty-Four Lane with unconstructed vehicle crossovers noted at both frontages.

Twenty Four Lane is a sealed urban road with a off-street pathway along the western boundary. Beer Road is also a sealed urban road which has clear line marked two-way movements along its frontage with the subject land.



**Figure 3 – Existing conditions plan showing the subject land**

### 3.3. Surrounding Development

The subject land is located in a transitioning rural area, currently comprising primarily of establishing residential land and scattered intensive agricultural uses.

Land to the north comprises the established residential development known as 'The Range' and which occupies the area north of Beer Road and abutting the Rich River Golf Club. This area now comprises new urban uses and disturbed land which will be used for later stages of the development.

Land to the east contains a variety of scattered residential development as well as vacant rural land which is expected to accommodate future urban uses in the short to medium term. This area abuts the Cobb Highway, which is the primary northern approach to Moama. The Moama CBD is also located approximately 5 kilometres south east from the site.

Land to the south consists of recently development residential development within the Dungala Estate, which are established up to the common boundary of the subject land. This area accommodates a range of single detached dwellings as well as an accommodation use. Land further south and south west beyond Perricoota Road consists of larger lot residential properties located along the Murray River foreshore.

## 4. Proposed Amendment

This section of the report addresses the NSW Department of Planning and Environment (DPE) guideline *Local Environmental Plan Making Guideline* (December 2021).

### 4.1. Objectives and Intended Outcomes

The objective of this Planning Proposal is to amend the Murray Local Environmental 2011 to enable the land to be used for residential development, consistent with the establishing residential areas surrounding the land.

The subject land is well positioned to rely on existing services and infrastructure through the growth areas of Moama and efficiently release urban land surrounding existing and establishing developments.

An indicative subdivision plan for the future development of the subject land has been developed for the land and envisages a range of lot sizes, generally below 1,000m<sup>2</sup>.

A key outcome of the amendment is to add to the supply of residential land in Moama and provide additional choice in location and living environments for future residents. It is intended that the development of the subject land will provide for the strong demand for residential lots in the Echuca-Moama region.

### 4.2. Explanation of Provisions

The intended outcomes discussed above and within this report will be achieved by amending the LEP as follows:

- Amend the Land Zoning Map as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from RU1 Primary Production Small Lots to R1 General Residential zone.
- Amend the Minimum Lot Size Map as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from a minimum lot size of 120 hectares to a minimum lot size of 500m<sup>2</sup>.

An extract of the existing and proposed *Land Zoning and Minimum Lot Size Maps* are contained within Figures below.

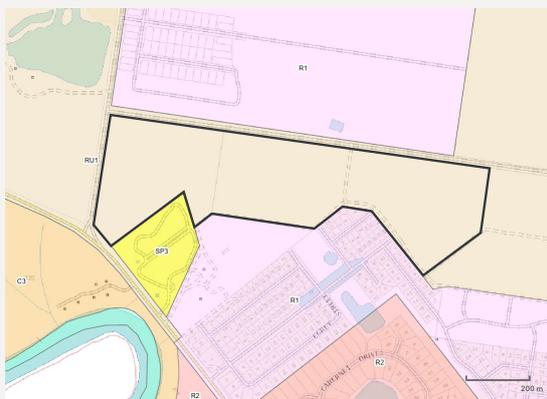


Figure 4 – Existing Land Zoning Map

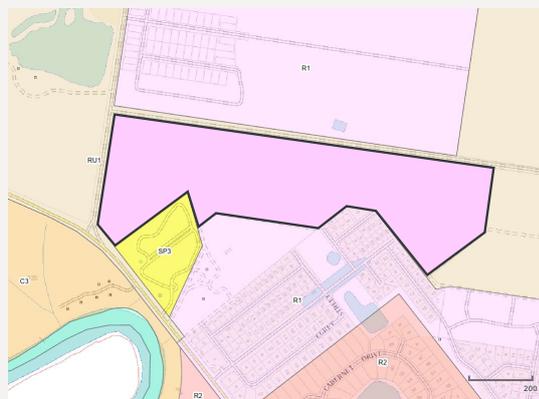


Figure 5 – Proposed Land Zoning Map

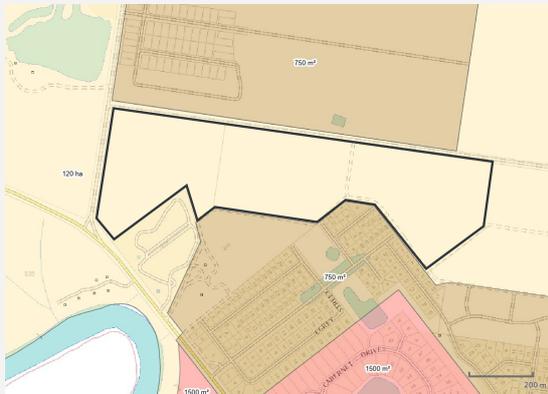


Figure 6 – Existing Minimum Lot Size Map

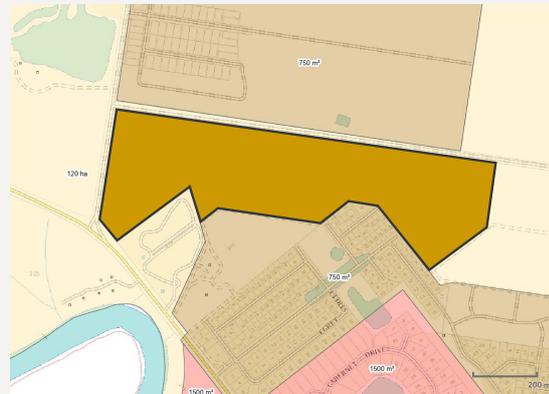


Figure 7 – Proposed Minimum Lot Size Map

#### 4.3. Justification

This section of the Planning Proposal sets out the justification for the intended outcomes and provisions, identifies the strategic planning context and outlines what the community benefit will be.

##### 3.3.1 Section A - Need for the Planning Proposal

#### Q1. Is the planning proposal a result of an endorsed Local Strategic Planning Statement (LSPS), strategic study or report?

The Planning Proposal has been prepared consistent with the recommendations and actions contained within the Murray River Council Local Strategic Planning Statement and the draft Local Housing Strategy.

Further details regarding both of these strategic plans are provided below.

##### Murray River Council Local Strategic Planning Statement

The *Murray River Council Local Strategic Planning Statement* (LSPS) sets the social, environmental and economic land use needs over the next 20 years. The LSPS provides a platform to document community priorities and aspirations which will guide our planning decisions on future land use. It addresses the planning and development issues of strategic significance to the Council through planning priorities and actions, spatial land use direction and guidance.

The LSPS gives effect to the *Riverina Murray Regional Plan 2036* implementing the directions and actions at a local level. It is also informed by other State-wide and regional policies including *Future Transport Plan 2056* and the *NSW State Infrastructure Strategy 2018 – 2038*.

The LSPS is based on three key themes as follows:

- A robust, growing and innovative economy.
- Liveable communities with social capital.
- Environment, heritage and climate change.

An assessment of the subject planning proposal has been provided in response to the Murray LSPS as outlined below.

Table 3 Consideration of the Murray River Council Local Strategic Planning Statement

Priority	Applicable to the Planning Proposal	Comment
<b>Theme 1 – A robust, growing, and innovative economy</b>		
<b>Priority 1 – Grow, strengthen and sustain agriculture</b>	Not applicable to the subject Planning Proposal	The planning proposal does not seek agricultural outcomes.  Whilst it is acknowledged that the subject proposal does seek rural outcomes, the loss of rural land for urban development is considered appropriate in this instance.
<b>Priority 2 – Grow and strengthen tourism</b>	Not applicable to the subject Planning Proposal	Not applicable
<b>Priority 3 – Create an ‘open-for-business’ identity</b>	Not applicable to the subject Planning Proposal	Not applicable
<b>Theme 2 – Liveable Communities with Social Capital</b>		
<b>Priority 4 – Housing growth, supply and density</b>	Yes.	The LSPS states that this will be achieved by ensuring residential housing expands in areas that are practicably serviceable by Council's infrastructure and services, not constrained by hazards (such as flooding or bushfire) unless the hazards can be adequately mitigated, not located in areas of important biodiversity or cultural heritage value and not considered to be important productive agricultural land.
<b>Priority 5 – Recreation and open space</b>	Not applicable to the subject Planning Proposal	Not applicable
<b>Priority 6 – Servicing and utility infrastructure</b>	Yes	The subject land is within an area that is identified short term growth and which will extend Council's existing servicing infrastructure
<b>Theme 3 – Environment, heritage, and climate change</b>		

Priority	Applicable to the Planning Proposal	Comment
<b>Priority 7 – Identify and protect environmental values</b>	Not applicable to the subject Planning Proposal	Not applicable
<b>Priority 8 – Celebrate culture and heritage</b>	Yes, as consideration of matters regarding Aboriginal Cultural Heritage is required under the NSW <i>National Parks and Wildlife Act 1974</i> .	The Planning Proposal is consistent with the vision and actions of this Planning Priority as consideration of Aboriginal Cultural Heritage Values has been undertaken.  Following a review of the subject, the likelihood of items of Aboriginal Cultural Heritage being present on-site is considered low as the subject land is heavily disturbed and does not contain any identified landscape features.
<b>Priority 9 – Climate change and natural hazards</b>	Not applicable to the subject Planning Proposal as the land is not identified as being subject to any natural hazards.	Not applicable.

#### Murray River Council Local Housing Strategy (Draft)

Murray River Council are currently in the process of finalising the *Local Housing Strategy*, which will guide the future growth and development of the Shire. The Strategy has completed public exhibition and Council are now in the process of preparing the final Strategy for adoption.

The preparation of this Strategy has been in response to Murray River Council's "extraordinary demand for new housing over recent years as Australians continue to relocate from capital cities to regional areas for lifestyle reasons and in response to the global pandemic."

As part of the preparation of the Strategy, a constraints and opportunities analysis was undertaken, as well as an assessment of existing residential supply and demand and infrastructure servicing capacities and constraints.

The Strategy notes that a key challenge for Murray River Council is to "*ensure adequate land supply in the right locations and the right time*". This means ensuring adequate residential land availability is crucial in meeting housing demands in suitable areas, regularly monitoring housing capacity and promptly providing land to meet future needs not only reduces land fragmentation but also facilitates efficient infrastructure development while preventing sudden price hikes due to supply shortages.

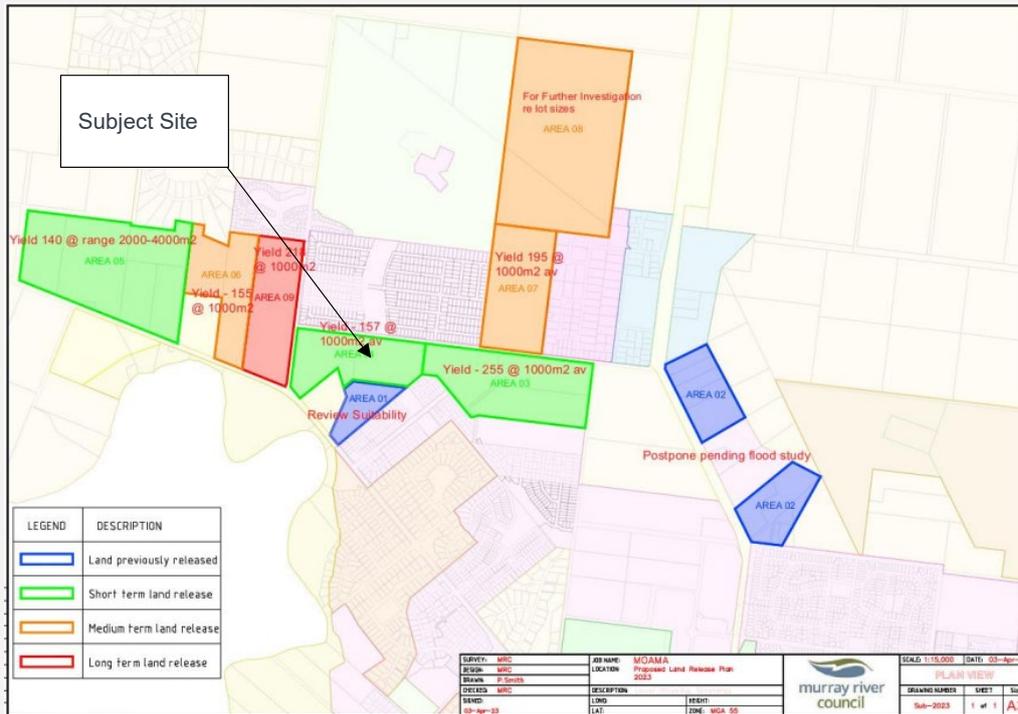
In relation to Moama, the Strategy notes that there is a predominantly larger lot character when compared to Echuca, and that this is one of the key drivers for market interest in Moama. It also notes that while there a number of subdivisions and developable land in the area, there has been significant upward pressure on land in the area.

In relation to the subject land specifically, the draft Strategy identifies land as a candidate for short term release, being that it is located within an 'infill' location surrounded by establishing residential areas. It

also nominates that the land should be rezoned to R1 General Residential and have a minimum lot size of at least 750m<sup>2</sup>.

To address the identified and expected growth rate for Moama, the Strategy identifies a number of recommended land zoning and minimum lot size changes as outlined in **Figure 8** below.

The preparation of this Planning Proposal is consistent with the strategic aims and objectives of this draft Strategy.



**Figure 8 – Preferred development sequencing in the Local Housing Strategy. Note the subject land indicated showing ‘short term land release’ intentions.**



**Q2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?**

The Planning Proposal is considered the best means of achieving the objectives or intended outcomes as it will allow for the subdivision of land in a manner that is compatible with the surrounding development and the recommendations of key Council strategic planning policies.

Therefore, the approval of a site-specific Planning Proposal is considered the best option as it will allow for the further development of the site consistent with the recommendations of the draft Local Housing Strategy.

**4.3.2 Section B – Relationship to Strategic Planning Framework**

**Q3. Will the planning proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?**

The *Riverina Murray Regional Plan 2036* was adopted by the NSW government in 2017 and is the relevant regional strategy that provides the strategic planning framework to guide decision-making and development in the Riverina Murray region for the next 20 years.

The Minister's foreword to the document states that the Regional Plan "*encompasses a vision, goals and actions geared towards delivering greater prosperity in the years ahead for those who live, work and visit this important region.*"

The Regional Plan is underpinned by four (4) key goals including:

- Goal 1 – A connected and prosperous economy.
- Goal 2 – A diverse environment interconnected by biodiversity corridors.
- Goal 3 – Healthy and connected community.
- Goal 4 – Environmentally sustainable housing choices.

Each of these goals is supported by a number of different actions, which seek to achieve the objectives of the goal. An assessment of the Planning Proposal against the relevant goals, directions and actions of the Regional Plan is undertaken in **Attachment B**.

The Planning Proposal is found to be consistent with relevant goals, directions and actions of the Regional Plan as detailed in **Attachment B**.

**Q4. Is the planning proposal consistent with a Council LSPS that has been endorsed by the Planning Secretary or GSC, or another endorsed local strategy or strategic plan?**

Consideration of the *Murray River Council Local Strategic Planning Statement* and *Local Housing Strategy* have been addressed in Section 3.1.1 of the Planning Proposal.

The *Murray River Council Community Strategic Plan 2022-2032 (CSP)* is Council's local community strategic planning document. The CSP is based on an outcome framework comprising of five (5) strategic themes;

- Theme 1 – A place of environmental sensitivity
- Theme 2 – A place of progressive leadership
- Theme 3 – A place of liveable communities
- Theme 4 – A place of inclusion, culture & wellbeing
- Theme 5 – A place of prosperity & resilience
- Theme 6 – Connected communities

- Theme 7 – Tomorrow's Technologies

Underpinning these outcomes are a series of 30 goals and 80 strategic objectives that reflect the communities' key ambitions for the future. These strategies have been developed to detail how Council, other government agencies and the community can work together to achieve these goals.

The Planning Proposal is consistent with the following outcomes and strategies under the Murray River Council CSP, in particular encouraging and supporting development across the region (theme 5). It is noted that there is limited directions and objectives outlined in the CSP that are directly related to the amendment.

Overall, the proposal is considered to be consistent, where relevant with the *Murray River Council Community Strategic Plan 2022-2032*.

**Q5. Is the planning proposal consistent with any other applicable State and regional studies or strategies?**

The Planning Proposal is consistent with other relevant State or Regional studies and strategic including *A 20 Year Economic Vision for Regional NSW*, which was refreshed in 2021.

The foreword to the Strategy states: *The 20 Year Economic Vision for Regional NSW is the NSW Government's plan to drive sustainable, long-term economic growth in regional NSW. It is the roadmap to unlock significant economic potential in regional NSW.*

Accordingly, the proposal will achieve the Priority Actions and underlying principles of *A 20 Year Economic Vision for Regional NSW* as it will support diversity in housing options for Murray River broadly, and Moama specifically.

**Q6. Is the planning proposal consistent with applicable State Environmental Planning Policies?**

**Attachment C** provides an assessment of the Planning Proposal against all State Environmental Planning Policies (SEPP's). In summary, many of the SEPP's are not applicable to the Federation Local Government Area and less are applicable to the circumstances of the Planning Proposal.

Notwithstanding, an assessment has been provided attached, outlining that the Planning Proposal is consistent with the relevant SEPP's.

**Q7. Is the planning proposal consistent with applicable Ministerial Directions (s.9.1 Directions)?**

Section 9.1 (formerly s. 117) of the *Environmental Planning and Assessment Act 1979* (EP&A Act) provides for the Minister for Planning to give directions to Councils' regarding the principles, aims, objectives or policies to be achieved or given effect to in the preparation of LEP's.

A Planning Proposal needs to be consistent with the requirements of the Direction but in some instances can be inconsistent if justified using the criteria stipulated such as a Local Environmental Study or the proposal is of "minor significance".

An assessment of all s.9.1 Directions is undertaken in **Attachment D**.

**4.3.3 Section C – Environmental, Social and Economic Impact**

**Q8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?**

No. It is unlikely that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of this proposal. The land has historically been used for intensive horticultural activities, and has been highly modified as a result.

**Q9. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?**

The assessed properties have been completely cleared of indigenous vegetation and contains very limited understorey, having been extensively cleared for previous establishment of rural uses. The future development of the land will not result in any loss of native vegetation, and particularly will be well below the thresholds to enter the Biodiversity Offset Scheme (BOS), and for a Biodiversity Development Assessment Report (BDAR) to be completed

The subject land is not identified as bushfire prone on Council's bushfire prone land map.

The subject site is not identified as being 'flood prone' for the purposes of Clause 5.21 of the Murray LEP 2011. Therefore, no further consideration is considered relevant.

The land is not identified as an item of environmental heritage within schedule 5 of the heritage map of the LEP.

The subject land is a highly modified site and has a low likelihood of containing any items of cultural heritage significance. A review of the Aboriginal Heritage Information Management System (AHIMS) database was undertaken and it is confirmed that there are no recorded items of Aboriginal cultural significance within 50 metres of the subject site.

**Q10. Has the planning proposal adequately addressed any social and economic effects?**

The proposed subdivision will provide greater variety of urban lot sizes (i.e. below 1,000m<sup>2</sup>) and housing provision within Moama and within the Murray River region in general. The development will also increase the permanent population within Moama and lead to associated economic and social impacts as a result.

There will be a positive social and economic effect for the Moama community resulting from the development through the provision of additional choice and availability of residential land. The new residents will increase support for both community and commercial interests in the town and will provide an overall positive economic and social impact. The development provides an increase in land availability in Moama and encourages greater investment in preferred lifestyle areas of the Murray River LGA.

**4.3.4 Section D – State and Commonwealth Interests**

**Q11. Is there adequate public infrastructure for the planning proposal?**

The subject land adjoins existing developed land that is currently being developed for low density residential purposes. Therefore, the subject land has readily available access to reticulated infrastructure and services including water, sewerage, stormwater drainage, road access, telecommunications, electricity and gas.

It is noted that the Local Housing Strategy has noted that the short and medium term release areas, which includes the subject land, are based on the availability of infrastructure. The land is within the 'proposed urban growth boundary' of Moama, which is understood to have adequate servicing capacity.

**Q12. What are the views of State and Commonwealth public authorities consulted in accordance with the Gateway Determination?**

No consultation has been carried out at this stage with any State and/or Commonwealth Public Authorities in relation to the subject Planning Proposal. Having regard for the circumstances of the subject land and nature of the Planning Proposal, no public authority consultation has been undertaken.

Notwithstanding, any consultation requirements with relevant public authorities and service providers will occur in accordance with the conditions of the Gateway Determination.

**4.4. Mapping**

The Planning Proposal seeks to amend the following maps of the LEP as follows:

22152 Amendment to Murray Local Environment Plan 2011

21

- Amend the **Land Zoning Map** as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from RU1 Primary Production Small Lots to R1 General Residential zone.
- Amend the **Minimum Lot Size Map** as it relates to Lots 2 and 3 in DP1213161 and Lots 15 in DP1273625, from a minimum lot size of 120 hectares to a minimum lot size of 500m<sup>2</sup>.

The draft LEP maps and associated Map Cover Sheet will be prepared in accordance with the NSW Department of Planning & Environment's: *Standard Technical Requirements for Spatial Datasets and Maps* (Version 2.0, August 2017).

#### 4.5. Community Consultation

This part of the planning proposal responds to Section 3.33(2)(e) of the Environmental Planning & Assessment Act 1979 which requires the details of the community consultation that is to be undertaken before consideration is given to the making of the proposed instrument.

The Planning Proposal will be exhibited in accordance with the requirements of Part 1, Division 1, Clause 4 of Schedule 1 of the EP&A Act, the NSW Department of Planning and Environment's: *Local Environmental Plan Making Guideline* and any conditions of the Gateway Determination (to be issued).

As the Planning Proposal is categorised as a 'standard' proposal, it expected to be placed on public exhibition for 20 working days or as otherwise outlined in Council's Community Engagement Strategy. The MRC Community Engagement Strategy requires planning proposal to be exhibited for a minimum of 28 days, or the period specified by a Gateway Determination.

Written notification of the community consultation will be provided in a local newspaper and on Councils' website. In addition to this, any affected landowner/s adjoining the subject land will be notified in writing, as well as any Public Authorities, Government Agencies and other key stakeholders as determined by the Gateway Determination.

The future consultation process is expected to include:

- written notification to landowners adjoining the subject land.
- public notices to be provided in local media, including in a local newspaper and on Councils' website.
- static displays of the Planning Proposal and supporting material in Council public buildings; and
- electronic copies of all documentation being made available to the community free of charge (preferably via downloads from Council's website).

The future consultation process is expected to include:

- written notification to landowners adjoining the subject land;
- public notices to be provided in local media, including in a local newspaper and on Council's website;
- static displays of the Planning Proposal and supporting material in Council public buildings; and
- electronic copies of all documentation being made available to the community free of charge (preferably via downloads from Council's website).

The written notice will contain:

- a brief description of the intended outcomes of the Planning Proposal;
- an indication of the land which is affected by the proposal;
- information on where and when the Planning Proposal can be inspected;
- the name and address of Council for the receipt of submissions;

- the closing date for submissions; and
- confirmation whether the Minister has chosen to delegate Plan Making powers to Council.

During the public exhibition period the following documents will be placed on public exhibition:

- the Planning Proposal;
- the Gateway Determination;
- any technical information relied upon by the Planning Proposal;
- relevant Council reports.

An electronic copy of all of the above information to be placed on public exhibition will be made available to the public free of charge.

At the conclusion of the public exhibition period Council staff will consider submissions made with respect to the Planning Proposal and matters raised as part of the public hearing and will prepare a report to Council.

#### 4.6. Project Timeline

The project timeline for the Planning Proposal is outlined in **Table 3**.

It is noted however, that there are many factors that can influence compliance with the timeframe including Council staffing resources, the cycle of Council meetings and submissions received, and issues raised. Consequently, the timeframe should be regarded as indicative only.

**Table 4 Project Timeline (indicative)**

Project Milestone	Anticipated Timeframe
<b>Lodgement</b> Lodge Planning Proposal with council and make any necessary adjustments or changes prior to council accepting the plan	2 weeks for council to review and provide any comments regarding the submitted Planning Proposal and for the report to be updated.
<b>Council Report (seeking Gateway Determination)</b> Council planning officers to prepare a report to council seeking council endorsement of the Planning Proposal and referral to the NSW DPIE seeking the issuing of a Gateway Determination.	4 weeks to prepare council report and include on council agenda.
<b>Request Gateway Determination</b> Council to request a Gateway Determination from the NSW Department of Planning to proceed to Planning Proposal to public exhibition (including any delegation of plan-making powers to council)	5 weeks following Council resolution and request for a Gateway determination
<b>Public Exhibition</b> Undertake public exhibition of Planning Proposal in accordance with the conditions of the Gateway Determination.	2 weeks to prepare and place a public notice in the paper and 4 weeks to publicly exhibit the Planning Proposal.

Project Milestone	Anticipated Timeframe
<p><b>Consider Submissions &amp; Finalise Document</b></p> <p>Council planning officers to consider, respond and report on submissions received and issues raised (if any) and where necessary, recommended relevant changes to the Planning Proposal.</p>	<p>6 weeks to collate, consider and respond to submissions received (if any).</p>
<p><b>Council Report (consideration of submissions)</b></p> <p>Council planning officers to prepare a report to council post public exhibition that considers any submissions received.</p>	<p>4 weeks to prepare council report and include on council agenda.</p>
<p><b>Submission to NSW DPIE/Parliamentary Counsel</b></p> <p>Forward Planning Proposal to NSW DPIE/Parliamentary Counsel (if delegated) for finalisation following public exhibition.</p>	<p>4 weeks</p>
<p><b>Notification</b></p> <p>Finalisation/gazettal of Planning Proposal</p>	<p>2 weeks</p>

## 5. Conclusion

This report has been prepared to address the requirements of Section 3.33 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), as well as satisfying the requirements of the NSW Department of Planning and Environment (DPE) guideline *Local Environmental Plan Making Guideline* (December 2021)

This Planning Proposal provides an analysis of the physical and strategic planning constraints and opportunities of the site and considers the relevant environmental, social and economic impacts of the proposal and its strategic merit.

The Planning Proposal has strategic merit and is in the public interest for the following reasons:

- The proposal is consistent with the strategic planning framework including State, Regional, District and local planning strategies for Moama.
- The proposal is consistent with the recommendations of the recently exhibited *Local Housing Strategy* which identifies the land for a change to General Residential zone and associated minimum lot sizes.
- The resultant development of the land will not create any unacceptable environmental or social impacts.
- Development of this land as sought by this Planning Proposal can be fully integrated with residential development surrounding, both existing and proposed.
- There is clear evidence and demand for this form of residential product.
- The density of development is sustainable for the subject land.
- There will be a net benefit for the community.
- The subject land can be provided with all urban services.

Therefore, the proposed amendment to LEP is appropriate and well-considered and warrants the support of Council before proceeding to a Gateway Determination.

# Attachment A: Concept Plan

# Attachment B: Consistency with Riverina-Murray Regional Plan 2036

**Table 5 Consistency with Riverina-Murray Regional Plan**

Goal, Direction & Action Title	Relevance to Planning Proposal	Consistency
<b>Goal 1 – A connected and prosperous economy</b>		
Direction 1 – Protect the region’s diverse and productive agricultural land.	The subject land is within a rural zone, being the RU1 Zone.	The subject land is located within a large area zoned RU1 that is has been identified for future urban purposes, and which has limited agricultural capability and is not currently being utilised as such.  Rezoning the land to General Residential will therefore not reduce the amount of productive agricultural land in the area.
Direction 2 – Promote and grow the agribusiness sector.	Not applicable, as the proposal does not relate to agribusiness.	N/A
Direction 3 – Expand advanced and value-added manufacturing.	Not applicable, as the proposal does not relate to industry as value-added manufacturing.	N/A
Direction 4 – Promote business activities in industrial and commercial areas.	Not applicable, as the proposal does not relate to business activities.	N/A
Direction 5 – Support the growth of the health and aged care sectors.	Not applicable, as the proposal does not relate to the health and aged care sectors.	N/A
Direction 6 – Promote the expansion of education and training opportunities.	Not applicable, as the proposal does not relate to education or training.	N/A
Direction 7 – Promote tourism opportunities.	Not applicable, as the proposal does not relate to tourism.	N/A

Goal, Direction & Action Title	Relevance to Planning Proposal	Consistency
Direction 8 – Enhance the economic self-determination of Aboriginal communities.	Not applicable, as the proposal does not relate to Aboriginal communities.	N/A
Direction 9 – Support the forestry industry.	Not applicable, as the proposal does not relate to forestry.	N/A
Direction 10 – Sustainably manage water resources for economic opportunities.	Not applicable as the proposal does not relate to water resources.	N/A
Direction 11 – Promote the diversification of energy supplies through renewable energy generation.	Not applicable as the proposal does not relate to energy supplies.	N/A
Direction 12 – Sustainably manage mineral resources.	Not applicable, as the subject land is not known to contain any significant mineral resources.	N/A
<b>Goal 2 – A healthy environment with pristine waterways</b>		
Direction 13 – Manage and conserve water resources for the environment.	Not applicable, as the subject land is not known to contain any water resources.	N/A

Goal, Direction & Action Title	Relevance to Planning Proposal	Consistency
Direction 14 – Manage land uses along key river corridors.	Not applicable as the subject land is not located within or near a river corridor.	N/A
Direction 15 – Protect and manage the region’s many environmental assets.	Not applicable as the land contains no remnant vegetation.	N/A
Direction 16 – Increase resilience to natural hazards and climate change.	The land is not bushfire prone.	Despite this, the land can implement appropriate bushfire protection measures for the future lots.
<b>Goal 3 – Efficient transport and infrastructure networks</b>		
Direction 17 – Transform the region into the eastern seaboard’s freight and logistics hub.	Not relevant, as the proposal does not relate to industry or freight.	N/A
Direction 18 – Enhance road and rail freight links.	Not relevant, as the proposal does not relate to freight.	N/A
Direction 19 – Support and protect ongoing access to air travel.	Not relevant, as the proposal will not affect air travel.	N/A

Goal, Direction & Action Title	Relevance to Planning Proposal	Consistency
Direction 20 – Identify and protect future transport corridors.	Not relevant to the subject proposal.	N/A
Direction 21 – Align and protect utility infrastructure investment.	The proposal will result in vacant land being developed.	All urban infrastructure can be extended to the subject land and with capacity to accommodate the anticipated future residential development.
<b>Goal 4 – Strong, connected and healthy communities</b>		
Direction 22 – Promote the growth of regional cities and local centres.	The proposal affects land within the Moama future urban area.	The Planning Proposal will support and promote the growth of Moama by making available additional land for residential development.
Direction 23 – Build resilience in towns and villages.	The proposal affects land within the Moama future urban area.	By providing additional land for residential development, the population of Moama will be increased, thereby building resilience.  It is noted Moama has experienced rapid and sustained growth in recent years.
Direction 24 – Create a connected and competitive environment for cross-border communities.	Moama has a commercial and economic relationship with Echuca	The proposed creation of additional larger lots creates greater diversity in the market for both Moama and Echuca.

Goal, Direction & Action Title	Relevance to Planning Proposal	Consistency
Direction 25 – Build housing capacity to meet demand.	The proposal is creating the opportunity for residential development.	The Planning Proposal supports this Direction because as a consequence, it will increase the supply of vacant residential lots.
Direction 26 – Provide greater housing choice.	The proposal is creating the opportunity for residential development.	The subject land is located adjoining a developing urban land and within the nominated growth area of Moama.
Direction 27 – Manage rural residential development.	Not applicable, as the proposal does not relate to rural residential development.	N/A
Direction 28 – Deliver healthy built environments and improved urban design.	The future development of the subject land is depicted in Figure 8.	The subdivision layout proposed is integrated with that adjoining to the north that will facilitate efficient movement through the future development.
Direction 29 – Protect the region’s Aboriginal and historic heritage.	Relevant as all development on vacant land should consider the prospect of Aboriginal artefacts being present.	<p>Future development will be subject to the required ‘due diligence’ process for ascertaining the likelihood or otherwise of Aboriginal artefacts being present.</p> <p>Notwithstanding the above, given the current use of the land, the level of disturbance previously undertaken on-site and a general lack of ‘landscape features’, the likelihood of items of Aboriginal Cultural Heritage significance being present on-site is considered low.</p>

## Attachment C: Consistency with State Environmental Planning Policies

Table 6 Consistency with State Environmental Planning Policies

Policy	Applicable to Planning Proposal	Consistency
<b>State Environmental Planning Policy (Biodiversity and Conservation) 2021</b>		
<i>Chapter 2 – Vegetation in non-rural areas</i>	Applies to part of the Murray River Local Government Area	The assessed properties have been completely cleared of indigenous remnant vegetation. No existing native vegetation is noted on site.
<i>Chapter 3 – Koala habitat protection 2020</i>	Applies as the subject land is located in the RU1, RU2 or RU3 zones	It is considered that the development is likely to have low or no impact on koalas or koala habitat given the lack of potential habitat>
<i>Chapter 4 – Koala habitat protection 2021</i>	Not applicable as the subject land is not identified as a prescribed zone within the 2021 SEPP.	Not applicable to the current Planning Proposal.
<i>Chapter 5 – River Murray lands</i>	Applies to part of the Murray River Local Government Area	Not applicable.
<i>Chapter 6 – Bushland in urban areas</i>	Not applicable to the Murray River Local Government Area.	Not applicable.

Policy	Applicable to Planning Proposal	Consistency
<i>Chapter 7 – Canal estate development</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 8 – Sydney drinking water catchment</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 9 – Hawkesbury-Nepean River</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 10 – Sydney Harbour Catchment</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 11 – Georges River Catchment</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 12 – Willandra Lakes Region World Heritage Property</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004</b>	Applies to all land in the State.	Not applicable to the current Planning Proposal.

Policy	Applicable to Planning Proposal	Consistency
<b>State Environmental Planning Policy (Exempt and Complying Development Codes) 2008</b>	Applies to all land in the State.	The Planning Proposal does not conflict with the aims and functions of this SEPP with respect to exempt and complying development provisions.
<b>State Environmental Planning Policy (Housing) 2021</b>		
<i>Chapter 2 – Affordable housing</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<i>Chapter 3 – Diverse housing</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<b>State Environmental Planning Policy (Industry and Employment) 2021</b>		
<i>Chapter 2 – Western Sydney employment area</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 3 – Advertising and signage</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<b>State Environmental Planning Policy No. 65 – Design Quality of Residential Apartments</b>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<b>State Environmental Planning Policy (Planning Systems) 2021</b>		

Policy	Applicable to Planning Proposal	Consistency
<i>Chapter 2 – State and Regional Development</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<i>Chapter 3 – Aboriginal land</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 4 – Concurrences and consents</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<b>State Environmental Planning Policy (Precincts – Central River City) 2021</b>		
<i>Chapter 2 – State significant precincts</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<i>Chapter 3 – Sydney region growth centres</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 4 – Homebush Bay area</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 5 – Kurnell Peninsula</i>	Not applicable to the Murray River Local Government Area.	Not applicable.

Policy	Applicable to Planning Proposal	Consistency
<i>Chapter 6 – Urban renewal precincts</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>State Environmental Planning Policy (Precincts – Eastern Harbour City) 2021</b>		
<i>Chapter 2 – State significant precincts</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<i>Chapter 3 – Darling Harbour</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 4 – City West</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 5 – Walsh Bay</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 6 – Cooks Cove</i>	Not applicable to the Murray River Local Government Area.	Not applicable.

Policy	Applicable to Planning Proposal	Consistency
<i>Chapter 7 – Moore Park Showground</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>State Environmental Planning Policy (Precincts – Regional) 2021</b>		
<i>Chapter 2 – State significant precincts</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<i>Chapter 3 – Activation precincts</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 4 – Kosciuszko National Park and alpine resorts</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 5 – Gosford city centre</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>State Environmental Planning Policy (Precincts – Western Parkland City) 2021</b>		
<i>Chapter 2 – State significant precincts</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.

Policy	Applicable to Planning Proposal	Consistency
<i>Chapter 3 – Sydney region growth centres</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 4 – Western Sydney Aerotropolis</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 5 – Penrith Lakes Scheme</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 6 – St Mary’s</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 7 – Western Sydney Parklands</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>State Environmental Planning Policy (Primary Production) 2021</b>		
<i>Chapter 2 – Primary production and rural development</i>	Not applicable as the subject land has not been identified as state significant agricultural land on the draft SSAL Map prepared by NSW DPI.	Not applicable.

Policy	Applicable to Planning Proposal	Consistency
<i>Chapter 3 – Central Coast plateau areas</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>State Environmental Planning Policy (Resilience and Hazards) 2021</b>		
<i>Chapter 2 – Coastal management</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 3 – Hazardous and offensive development</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<i>Chapter 4 – Remediation of land</i>	Applies to all land in the State.	Based on the historical use of land, the potential contamination risk for the site is considered low. The land is suitable for occupation of residential dwellings in the future.
<b>State Environmental Planning Policy (Resources and Energy) 2021</b>		
<i>Chapter 2 – Mining, petroleum production and extractive industries</i>	Applies to all land in the State.	The Planning Proposal does not conflict with the aims, permissibility, development assessment requirements relating to mining, petroleum production and extractive industries as provided for in the SEPP.

Policy	Applicable to Planning Proposal	Consistency
<i>Chapter 3 – Extractive industries in Sydney area</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>State Environmental Planning Policy (Transport and Infrastructure) 2021</b>		
<i>Chapter 2 – Infrastructure</i>	Applies to all land in the State.	The Planning Proposal does not conflict with the aims, permissibility, development consent, assessment and consultation requirements, capacity to undertake additional uses, adjacent, exempt and complying development provisions as provided in the SEPP.
<i>Chapter 3 – Educational establishments and child care facilities</i>	Applies to all land in the State.	Not applicable to the current Planning Proposal.
<i>Chapter 4 – Major infrastructure corridors</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<i>Chapter 5 – Three ports – Port Botany, Port Kembla and Newcastle</i>	Not applicable to the Murray River Local Government Area.	Not applicable.
<b>Draft State Environmental Planning Policies</b>		

## Attachment D: Consistency with Section 9.1 Ministerial Directions

Table 7 Consistency with Ministerial Directions

No.	Title	Applicable to Planning Proposal	Consistency
<b>1. Planning Systems</b>			
1.1	Implementation of Regional Plans	Yes, as this Direction applies to all Planning Proposals that apply to land where a Regional Plan has been prepared.	The Planning Proposal is consistent with the goals, directions and actions as contained within the <i>Riverina Murray Regional Plan 2036</i> . A full response in relation to this Regional Plan has been provided as <b>Appendix C</b> .
1.2	Development of Aboriginal Land Council Land	Not applicable, as the subject land is not identified on the Land Application Map of State Environmental Planning Policy (Aboriginal Land) 2019	Not applicable.
1.3	Approval and Referral Requirements	Yes, as this Direction applies to all Planning Proposals.	The Planning Proposal is consistent with this direction because it does not propose any referral or concurrence requirements or nominate any development as 'designated development'.
1.4	Site Specific Provisions	Not applicable as the proposal does not propose any site-specific provisions.	Not applicable.
<b>1. Planning Systems – Place Based</b>			

No.	Title	Applicable to Planning Proposal	Consistency
1.5	Parramatta Road Corridor Urban Transformation Strategy	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.6	Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.7	Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.8	Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.9	Implementation of Glenfield to Macarthur Urban Renewal Corridor	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
1.10	Implementation of Western Sydney Aerotropolis Plan	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.11	Implementation of Bayside West Precincts 2036 Plan	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.12	Implementation of Planning Principles for the Cooks Cove Precinct	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.13	Implementation of St Leonards and Crows Nest 2036 Plan	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.14	Implementation of Greater Macarthur 2040	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.15	Implementation of the Pymont Peninsula Place Strategy	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
1.16	North West Rail Link Corridor Strategy	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
1.17	Implementation of Bays West Place Strategy	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
<b>Design and Place Systems</b>			
Nil			
<b>Biodiversity and Conservation</b>			
3.1	Conservation Zones	Yes, as this Direction applies to all Planning Proposals.	The Planning Proposal is consistent with this Direction because it does not involve land identified as environmentally sensitive and does not seek to reduce the environmental protection standards that apply to the land.
3.2	Heritage Conservation	Yes, as this Direction applies to all Planning Proposals.	The Planning Proposal is consistent with this direction because it does not affect existing provisions within MLEP 2011 relating to the protection of known European and Aboriginal heritage.
3.3	Sydney Drinking Water Catchment	Not applicable, as the land is not located within the Sydney Drinking Water Catchment.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
3.4	Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs.	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.
3.5	Recreation Vehicle Areas	Yes, as this Direction applies to all Planning Proposals.	The Planning Proposal is consistent with this direction because it does not advocate the designation of the subject land as a recreation vehicle area pursuant to an order in force under section 11 (1) of the <i>Recreation Vehicles Act 1983</i> .

**Resilience and Hazards**

4.1	Flooding	No, as the subject site is not known to be flood prone.	Not applicable.
4.2	Coastal Management	Not applicable as the subject land is not located in a coastal management area.	Not applicable.
4.3	Planning for Bushfire Protection	Not applicable as the subject land is not mapped as bushfire prone.	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
4.4	Remediation of Contaminated Land	Yes, Clause 4.4(b) of the direction triggers consideration of this matter.	The Planning Proposal is considered to be consistent with this direction as: <ul style="list-style-type: none"> <li>the subject land is not identified as an investigation area under the Contaminated Land Management Act 1997, and</li> <li>An initial assessment of previous land uses was undertaken and found that the site was suitable for the purposes of residential development.</li> </ul>
4.5	Acid Sulphate Soils	Not applicable, as the subject land is not identified as containing acid sulphate soils.	Not applicable.
4.6	Mine Subsidence & Unstable Land	Not applicable, as the subject land is not within a Mine Subsistence District.	Not applicable.
<b>Transport and Infrastructure</b>			
5.1	Integrating Land Use and Transport	Not applicable as does not propose to create, alter or remove a zone or provision relating to urban land	Not applicable.
5.2	Reserving Land for Public Purposes	Not applicable,	Not applicable.

No.	Title	Applicable to Planning Proposal	Consistency
5.3	Development Near Regulated Airports and Defence Airfields	Not applicable, the planning proposal does not seek to create, alter or remove a zone or a provision relating to land near a regulated airport which includes a defence airfield.	Not applicable.
5.4	Shooting Ranges	Not applicable, as the subject land is not located in the vicinity of a shooting range.	Not applicable.

**Housing**

6.1	Residential Zones	Yes, as the Planning Proposal seeks to rezone land for residential purposes.	The Planning Proposal is consistent with this Direction because it will provide the opportunity for a greater choice and supply of housing and make use of existing urban infrastructure. In addition, the LEP already contains a provision requiring development to be adequately serviced.
6.2	Caravan Parks & Manufactured Home Estates	Yes, as this Direction applies to all Planning Proposals.	The Planning Proposal is consistent with this Direction as it does not reduce the opportunities for caravan parks and manufactured homes estates on the subject land.

**Industry and Employment**

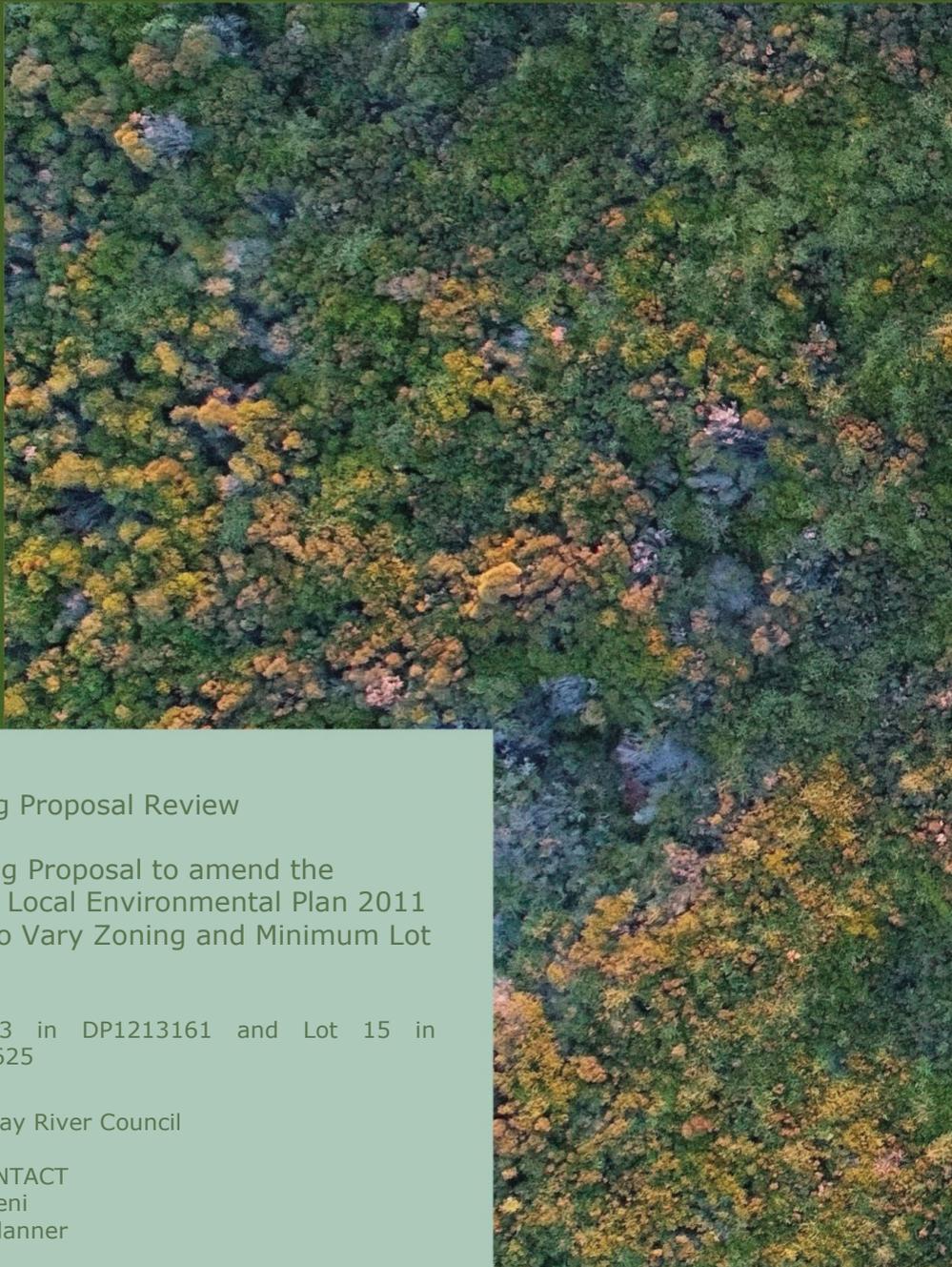
No.	Title	Applicable to Planning Proposal	Consistency
7.1	Business and Industrial Zones	Not applicable, the planning proposal does not affect land within an existing or proposed business or industrial zone (including the alteration of any existing business or industrial zone boundary).	Not applicable
7.2	Reduction in non-hosted short term rental accommodation period	Not applicable to the Murray River Local Government Area.	Not applicable.
7.3	Commercial and Retail Development along the Pacific Highway, North Coast	Not applicable, as the subject land is not located within proximity to the Pacific Highway.	Not applicable.
<b>Resources and Energy</b>			
8.1	Mining, Petroleum Production and Extractive Industries	Not applicable as the Planning Proposal does not impact on mining, petroleum or extractive industries.	The subject planning proposal will not  (a) prohibit the mining of coal or other minerals, production of petroleum, or winning or obtaining of extractive materials, or

No.	Title	Applicable to Planning Proposal	Consistency
			(b) restrict the potential development of resources of coal, other minerals, petroleum or extractive materials which are of State or regional significance by permitting a land use that is likely to be incompatible with such development.
<b>Primary Production</b>			
9.1	Rural Zones	Yes, the subject site is located in a rural zone.	<p>This direction applies when a relevant planning authority prepares a planning proposal that will affect land within an existing or proposed rural zone (including the alteration of any existing rural zone boundary). In particular Direction (1)(a) applies to all relevant planning authorities, including Murray River Council LGA.</p> <p>Direction 9.1(1)(a) states a planning proposal must: (a) not rezone land from a rural zone to a residential, business, industrial, village or tourist zone.</p>
9.2	Rural Lands	Yes, the subject site is located in a rural zone.	<p>This direction applies to a relevant planning authority outside of the local government areas of lake Macquarie, Newcastle, Wollongong and LGAs in the Greater Sydney Region (as defined in the Greater Sydney Commission Act 2015) other than Wollondilly and Hawkesbury, that: (a) will affect land within an existing or proposed rural or conservation zone (including the alteration of any existing rural or conservation zone boundary) or (b) changes the existing minimum lot size on land within a rural or conservation zone.</p> <p>The proposal is consistent with subsections 1(a) to (i), inclusive. Responses relating to each have been provided in previous sections of this planning proposal.</p>

No.	Title	Applicable to Planning Proposal	Consistency
9.3	Oyster Aquaculture	Not applicable as the subject site is not identified as a 'Priority Oyster Aquaculture Area' and is not identified in the <i>NSW Oyster Industry Sustainable Aquaculture Strategy (2006)</i>	Not applicable.
9.4	Farmland of State & Regional Significance on the NSW Far North Coast	Not applicable, does not apply to the Murray River Local Government Area.	Not applicable.

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Scoping Proposal Review

Planning Proposal to amend the  
Murray Local Environmental Plan 2011  
(LEP) to Vary Zoning and Minimum Lot  
Size

Lots 2-3 in DP1213161 and Lot 15 in  
DP1273625

For Murray River Council

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Our Ref:	23/0411
Date	18 December 2023
Project	Scoping Proposal Review for Planning Proposal to amend the Murray Local Environmental Plan 2011 (LEP) to Vary Zoning and Minimum Lot Size
Client	Murray River Council
Author	M&P Itto Vukeni B U&E P, MPIA Senior Planner
Certification	<i>I hereby certify that this Scoping Proposal Review has been prepared in accordance with the requirements of the Environmental Planning &amp; Assessment Act 1979 and its associated Regulations. I certify that to the best of my knowledge, the information contained within this report is neither false nor misleading.</i>
Signature	
Reviewer	M&P Lachlan Sims Principal Planner B U&R P, MPIA
Signature	

This report was prepared by Monteath & Powys Pty Ltd.

Document Control					
Revision	Date	Revision Details	Author	Verifier	Approver
1	18/12/2023	Draft	IV		

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## TABLE OF CONTENTS

1. EXECUTIVE SUMMARY .....	3
2. APPLICATION DETAILS .....	4
3. SITE DETAILS .....	5
4. THE PROPOSAL.....	13
5. STRATEGIC MERIT .....	15
6. SITE-SPECIFIC CONSIDERATIONS .....	22
7. PRELIMINARY PLANNING CONSIDERATIONS.....	23
8. RECOMMENDATION .....	24
APPENDIX A – Applicant Proposed Supporting Materials .....	25

## 1. EXECUTIVE SUMMARY

Council is in receipt of a Planning Proposal lodged over land legally described as Lots 2-3 in DP1213161 and Lot 15 in DP1273625, located along Perricoota Road and Beer Road, Moama NSW 2731 (the site). Habitat Planning prepared and lodged the proposal on behalf of the Applicant, Oakbridge Dungala Pty Ltd.

The Planning Proposal seeks to amend the *Murray Local Environmental Plan 2011* (LEP) to vary the zoning for Lots 2 and 3 in DP1213161 and Lot 15 in DP1273625, from RU1 Primary Production Small Lots to R1 General Residential zone, and to vary the minimum lot requirements for the subject lots from 120 hectares to a minimum lot size of 500m<sup>2</sup>.

As part of the lodgement document, the Applicant provided the following plans and documents to support the Planning Proposal:

- Development Concept Plan prepared by Development Outcomes
- Consistency with Riverina-Murray Regional Plan 2041 prepared by Habitat Planning.
- Consistency with State Environmental Planning Policies by Habitat Planning.
- Consistency with Section 9.1 Ministerial Directions by Habitat Planning.

In accordance with the Local Environmental Plan Making Guideline, the Council is to undertake an initial evaluation of the Planning Proposal to check that: the scope of the proposal is clearly articulated; the planning proposal addresses any comments and/or study requirements sought by the council, authorities and government agencies; that all studies and supporting documentation is included with the planning proposal; all section 9.1 Directions and SEPPs have been adequately addressed; and to ensure relevant regional/district plans and LSPS are addressed.

In this regard, the Planning Proposal is not inconsistent with the objectives of the *Riverina-Murray Regional Plan 2041* (the Regional Plan), the council's Local Strategic Planning Statement (LSPS) and the Murray River Council Local Housing Strategy (LHS). Similarly, the Planning Proposal is also consistent with the relevant provisions under the *Environmental Planning and Assessment Act 1979* (the Act), State Environmental Planning Policies, and the requirements of the NSW Department of Planning, Infrastructure & Environment's Local Environmental Plan Making Guideline.

Considering the above, there are sufficient grounds to support the endorsement of the Planning Proposal to enable a Gateway Determination. Accordingly, the following recommendations are made:

1. Council endorse the Planning Proposal prepared by Habitat Planning Pty to amend the Murray Local Environmental Plan 2011 (LEP) to vary the zoning of the site on Lots 2 and 3 in DP1213161 and 15 in DP1273625 from RU1 Primary Production Zone to R1 General Residential Zone and to vary the minimum lot sizes for subject allotments from 120 hectares to a minimum lot size of 500m<sup>2</sup>.
2. The Planning Proposal be sent to the NSW Department of Planning and Environment (DPE) for a 'Gateway Determination' in accordance with Section 3.34 of the Environmental Planning and Assessment Act 1979.
3. Council's staff complete all actions, as outlined in the Gateway Determination and send the Planning Proposal to the NSW Parliamentary Counsel's Office (PCO) requesting the Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan (LEP).
4. Council notes if valid objections are received via the public exhibition process, a further report will come back to the Council for consideration.

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## 2. APPLICATION DETAILS

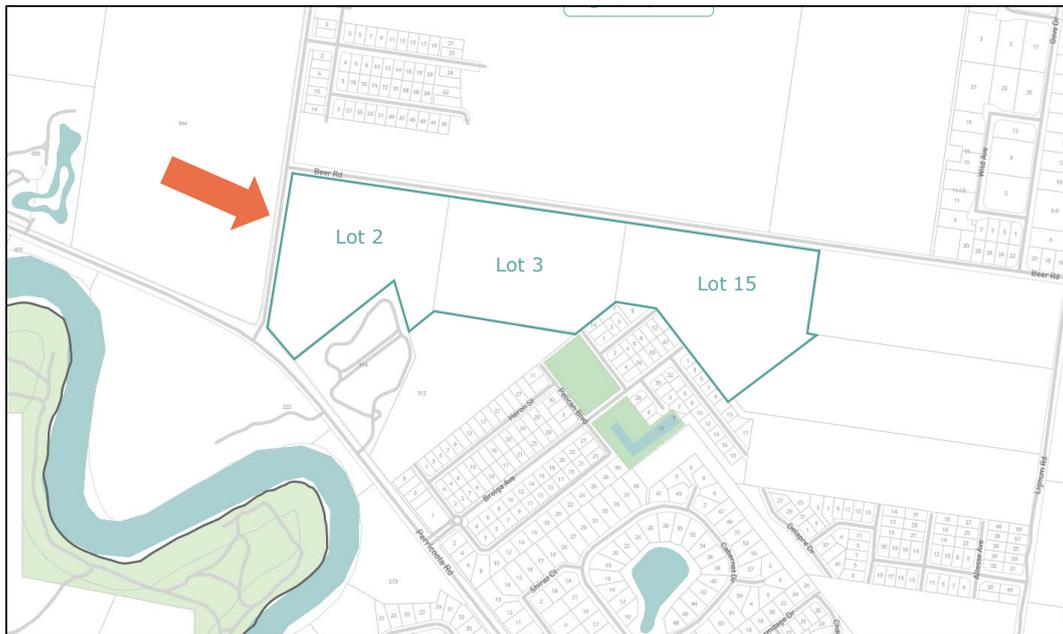
The Applicants and application details for the Planning Proposal can be summarised below:

**Table 1: Application Summary**

APPLICATION SUMMARY	
Proponent's details	Oakbridge Dungala Pty Ltd C/- Habitat Planning Pty Ltd
Site details	Perricoota Road and Beer Road, Moama NSW 2731
Legal Description	Lots 2-3 in DP1213161 and Lot 15 in DP1273625
Development Summary	Amend the Murray Local Environmental Plan 2011 to: <ol style="list-style-type: none"> <li>1. Vary RU1 Primary Production Zone to R1 General Residential Zone for Lots 2-3 in DP1213161 and Lot 15 in DP1273625</li> <li>2. Override minimum lot size from 120 hectares to 500m<sup>2</sup> for Lots 2-3 in DP1213161 and Lot 15 in DP1273625</li> </ol>
Site History	Agriculture
Consultation	Pre-DA Meeting between Council and Applicant
Landowner details	Oakbridge Dungala Pty Ltd

**3. SITE DETAILS**

Lots 2 and 3 in DP1213161 and Lot 15 in DP1273625 are the sites in this matter and can be located along Perricoota Road and Beer Road, Moama NSW 2731. In total, the three (3) lots have 32.50 hectares of combined land area. The landform form is varied, sloping west and the highest points can be located within the middle portion of Lot 2 and east and west side property boundaries for Lot 3. Further, the lots have road frontages to Perricoota Road and Beer Road. Onside access can be facilitated via Twenty Four Lane and Beer Road. **Figure 1** provides a view of the subject site.



**Figure 1:** Satellite Photograph Extract and Subject (Archister, 2023)

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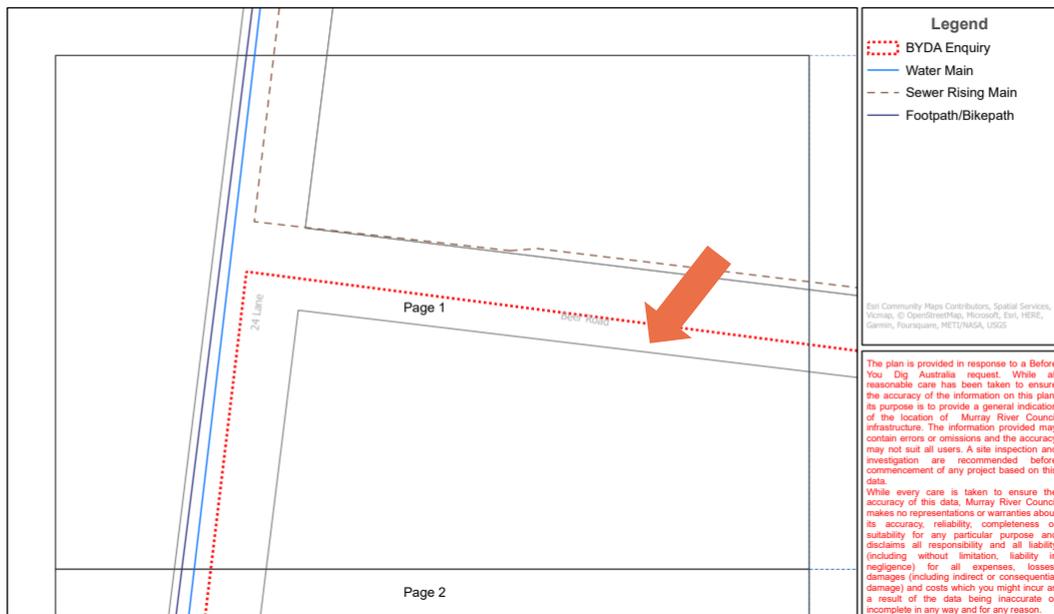


**Figure 2:** Aerial Photograph Extract and Subject Depiction (Metro Maps,

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Council’s reticulated water, stormwater and sewer rising main infrastructure are within proximity to the site and traverses along Twenty Forth Lane and Perricoota Road. **Figure 3** provides plans to depict reticulated water, stormwater and sewer rising main infrastructure in relation to the subject site.



**Figure 3:** Before You Dig Extract (Before You Dig Extract, 2023)

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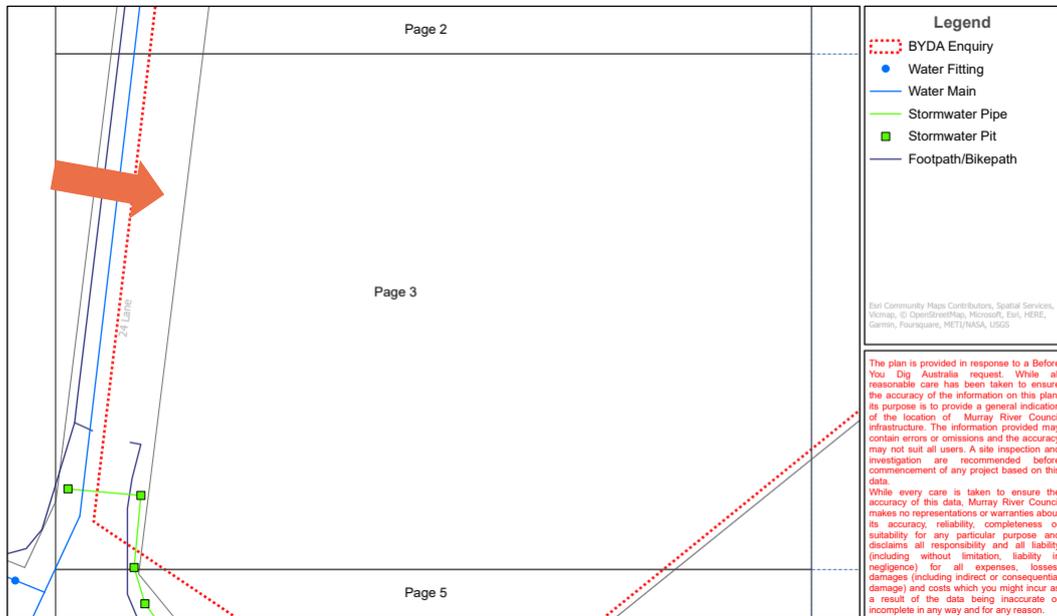


Figure 4: Before You Dig Extract (Before You Dig Extract, 2023)

Further, there are also opportunities for the site to be connected to electricity and telecommunications infrastructure which are within proximity based on Before You Dig as search contained in **Figure 5**.

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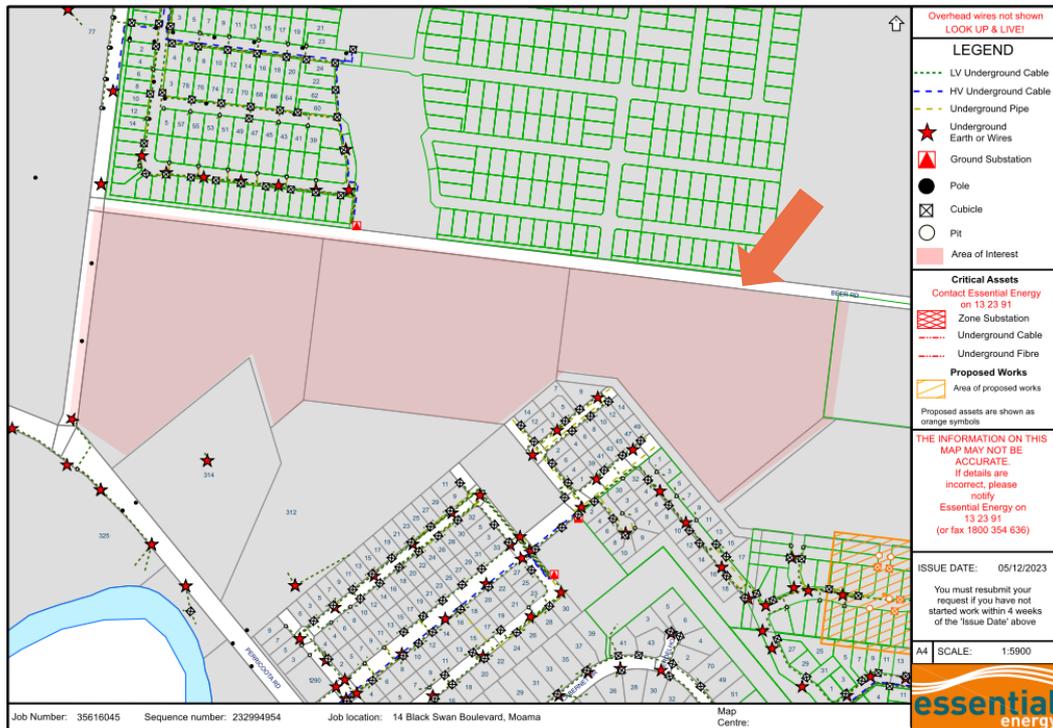
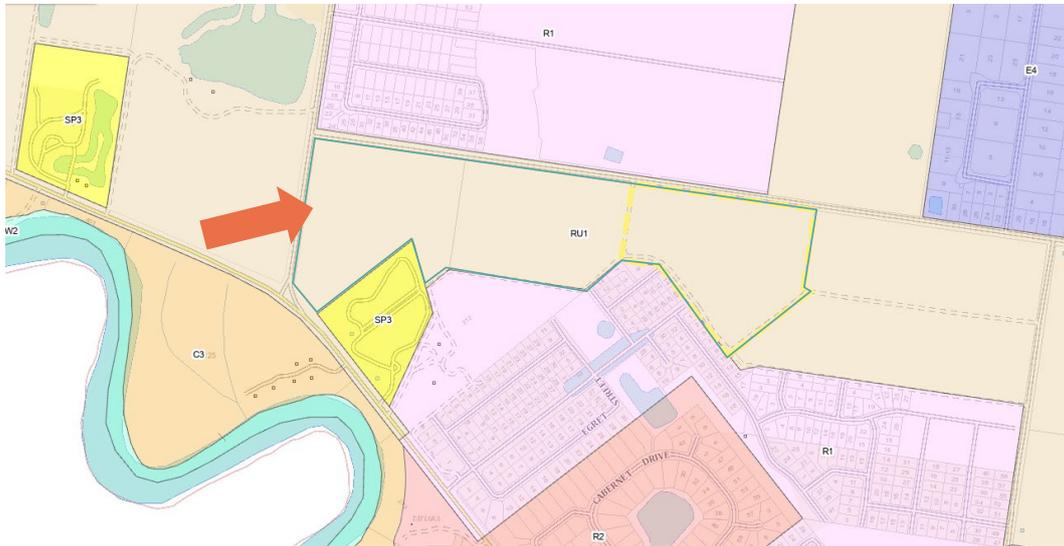


Figure 5: Before You Dig Extract of Essential Energy (Before You Dig Extract, 2023)

As per the *Murray Local Environmental Plan 2011* zoning maps, the subject site is contained within RU1 Primary Production Zone. Figure 3 provides an extract from the Planning Portal Spatial Viewer to depict the zoning of the site and the immediate surrounding areas.

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**Figure 6:** Zoning Map Extract (Planning Portal Spatial Viewer, 2023)

The immediate surrounding landuses to the subject uses are summarised in **Table 2** and comprised of a variety of land uses such as small to medium size residential properties and primary production land.

**Table 2: Surrounding Land Uses**

SURROUNDING LANDUSES		
North	<ul style="list-style-type: none"> <li>• R1 zone</li> <li>• RE2 zone</li> <li>• R1 zone</li> <li>• Detached residential uses and ancillary structure</li> <li>• RU1 zone</li> <li>• Primary production uses</li> </ul>	
South	<ul style="list-style-type: none"> <li>• Residential use and ancillary structure</li> <li>• SP3 zone</li> <li>• R1 zone</li> <li>• R2 zone</li> <li>• R5 zone</li> <li>• RE2 zone</li> <li>• C3 zone</li> <li>• W2 zone</li> <li>• Murray River</li> <li>• Vegetation</li> <li>• Victorian border</li> <li>• Perricoota Road network</li> </ul>	
East	<ul style="list-style-type: none"> <li>• RU1 primary production land use</li> <li>• SP2 Classified Road Cobb Highway</li> <li>• R5 zone</li> <li>• C3 zones</li> <li>• SP2 Classified Road Railway infrastructure.</li> </ul>	

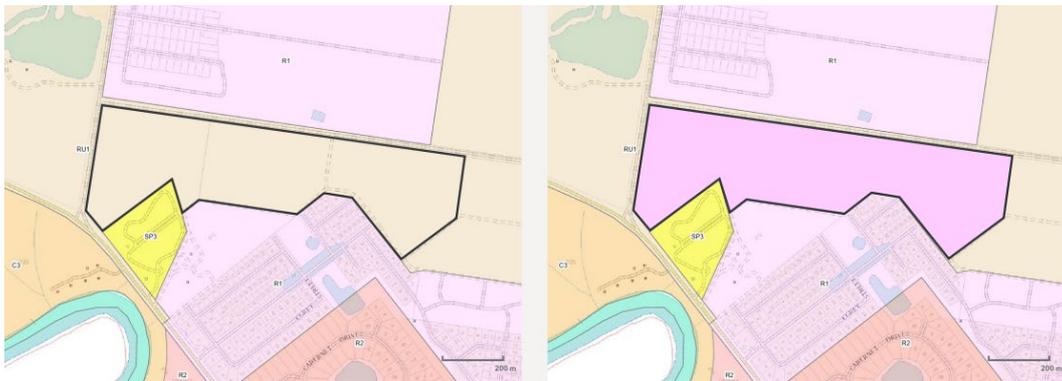
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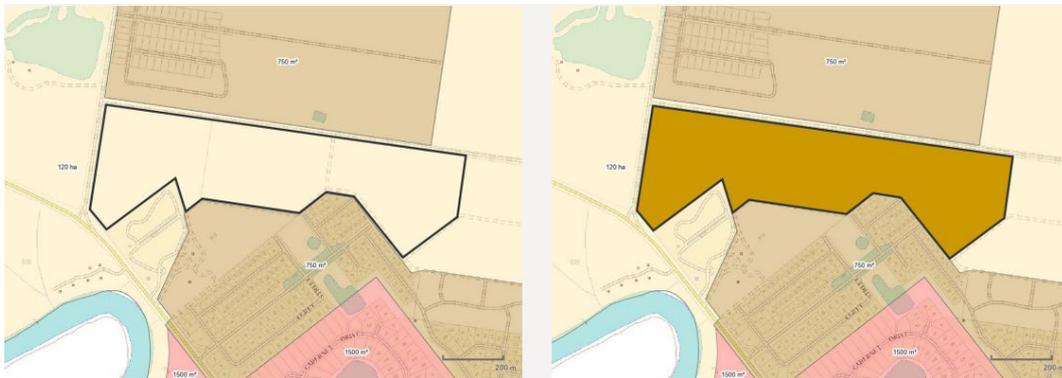
SURROUNDING LANDUSES	
West	<ul style="list-style-type: none"> <li>RU1 land use</li> <li>Detached Dwelling Houses and ancillary structure</li> <li>SP3 zone</li> <li>Murray River waterbody</li> </ul>
	

**4. THE PROPOSAL**

The Planning Proposal seeks to amend the *Murray Local Environmental Plan 2011* (LEP) to vary the zoning for Lots 2 and 3 in DP1213161 and Lot 15 in DP1273625, from RU1 Primary Production Small Lots to R1 General Residential zone, and to vary the minimum lot requirements for the subject lots from 120 hectares to a minimum lot size of 500m<sup>2</sup>. **Figures 7** and **5** provide an extract of the Applicant's proposed plans to illustrate the potential Land Rezoning and the Minimum Lot Size maps.



**Figure 7:** Existing Land Zoning and Proposed Land Zoning Map



**Figure 7:** Existing Minimum Lot Size and Proposed Minimum Lot Size Map

The Planning proposal is anticipated to take twenty-nine (29) weeks from the lodgement stage to the notification stage, subject to submissions and issues raised as indicated by the Applicant.

Following the utility, electricity, and telecommunication infrastructure extracts provided, augmentation is required to facilitate the future development of the site. As part of the future development application for the site, the Applicant would be required to demonstrate the provision of adequate services and infrastructure to meet the demands arising from the proposal and any proposed funding arrangements for infrastructure provision.

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Changes are not proposed to the existing contribution plan by the Applicant nor envisaged as per the application material. Future development of the site would be subject to the contributions rate for the applicable zone under the Council's adopted Development Contributions Plans. Further, state infrastructure contributions may also apply to the future development of the site.

The planning proposal is associated with the outcomes of a previous consultation undertaken by the Applicant and Council via a pre-DA meeting.

## 5. STRATEGIC MERIT

### Riverina Murray Regional Plan 2041

The *Riverina Murray Regional Plan 2041* provides a 20-year strategic planning framework to guide decision-making and development in the Riverina Murray region. It provides eighteen (18) objectives to achieve the strategic vision for the region. The proposal is to be reviewed against the relevant provisions of the Regional Plan.

**Table 3: Assessment Against Riverina Murray Regional Plan 2041**

CONSISTENCY WITH RIVERINA-MURRAY REGIONAL PLAN 2041	
Objectives and Actions	Assessment Response
Part 1 – Environment	
<i>Objective 1 – Protect, connect and enhance biodiversity throughout the region.</i>	Part 1 provides objectives to deliver positive environmental outcomes. Following the Biodiversity Values Map and Threshold Tool and the Spatial Viewer mapping tools, the site is not mapped as containing biodiversity values and is predominantly clear of native vegetation. As such, future development of the site is not considered to impact biodiversity values given the use of the site for primary production and the unvegetated nature state. Objective 1, which seeks to Protect, connect and enhance biodiversity, is met.
<i>Objective 2 – Manage development impacts within riverine environments</i>	The Murray River waterbody is located on the opposite side of the Perricoota Road network. It is considered that future development of the site can manage impacts within the riverine environment by implementing mitigative measures to limit erosion and sediment runoff into the Murray River waterbody and for dust generation. As such, the proposal complies with objective 2 and the actions.
<i>Objective 3 – Increase natural hazard resilience</i>	Pursuant to the Spatial Viewer mapping tool, the site is not identified as containing flood hazards. It is, however, noted that the site is adjacent to the Murray River which presents flood risks. Further, the site is not mapped as containing bushfire hazards flowing the Spatial Viewer tool and is not directly linked with hazardous vegetation. Considering the site distance from potential flood sources, the Applicant can demonstrate flood planning considerations as part future development application. Subsequently, the proposal can comply with Objective 3 and Part 1 of the Regional Plan.
Part 2 – Communities and places	
<i>Objective 4 – Support Aboriginal aspirations through land use planning.</i>	The Aboriginal Heritage Information Management System (AHIMS) search did not identify any known Aboriginal sites or places in or near the above location within a 200m radius. One (1) aboriginal site was, however, has been identified within a 1km radius of the site. The proposal is consistent with Objective 4.
Objectives and Actions	Assessment Response
<i>Objective 5 – Ensure housing supply, diversity, affordability and resilience.</i>	The proposal to rezone and provide minimum lot sizes from 120 hectares to 500m <sup>2</sup> can contribute to housing supply through higher yield. Housing affordability can be improved by contributing to supply and housing diversity can be achieved by different lot sizes which enables a wide range of housing typologies. The proposal is deemed to comply with Objective 5.
<i>Objective 6 – Support housing in regional cities and their sub-regions</i>	The proposal to rezone and reduce the minimum lot size can support housing in regional cities and their sub-regions through increased yield. Objective 6 is met by the proposal.
<i>Objective 7 – Provide for appropriate rural residential development.</i>	Not applicable in this regard, the proposal does not relate to rural zoned land. Additionally, the Planning Proposal seeks to override the current LEP provisions to enable an R2 Low Density Residential Zone.

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CONSISTENCY WITH RIVERINA-MURRAY REGIONAL PLAN 2041	
<i>Objective 8 – Provide for short-term accommodation</i>	Not applicable, the proposal seeks to rezone the land for residential use.
<i>Objective 9 – Plan for resilient places that respect local character.</i>	The immediate locality is comprised of a river lifestyle and small to large residential allotments, scenic views, and agricultural activities comprised of farmsteads, orchards, and vineyards. The proposal to rezone the land from RU1 Primary Production to R2 Low-Density Residential may undermine the agricultural character of the sites by virtue of changes to the landuse. However, the changes are not considered to detract from the overall character of the locality adjoining land which includes residential uses and ancillary structures on small lots. Moreover, flood resilient measures can be demonstrated as part of future Development Applications lodged over the site. Overall, the proposal plans for resilient places that are consistent with the local character.
<i>Objective 10 – Improve connections between Murray River communities</i>	Improvement to connections between Murray River Communities can be demonstrate by avoiding the creation of lots with direct frontage to Perricoota Road given the order of the road and existing constraints. Also by the provision of inter-allotment road networks that enable efficient ingress and egress. Moreover, future planning of the site can include provisions for further road extensions should the adjoining properties be developed. As such, the proposal can comply with Objective 10 of the Regional Plan.
<i>Objective 11 – Plan for integrated and resilient utility infrastructure</i>	Post Gateway Determination and as part of future Development Applications, the Applicant can demonstrate integrated and resilient utility infrastructure for future residential uses over the site. Subsequently, the proposal can comply with Objective 11.
<b>Part 3 – Economy</b>	
<i>Objective 12 – Strategically plan for rural industries</i>	Not applicable in this regard, the proposal does not relate to rural industries.
<i>Objective 13 – Support the transition to net zero by 2050</i>	Sustainability design principles can be embedded in the final development through planning and construction practices. It is considered that the proposal can comply with Objective 13.
<i>Objective 14 – Protecting and promoting industrial and manufacturing land</i>	Not applicable in this regard, the proposal does not relate to industrial or manufacturing land.
<i>Objective 15 – Support the economic vitality of CBDs and main streets</i>	Not applicable in this regard, the proposal is not contained within a CBD or main street setting.
<i>Objective 16 – Support the visitor economy</i>	Future development of the site can indirectly support the visitor economy by attracting contractors to the area, and improving the liveability of the area to attract regional and state migration. Migrants can attract visitors which can further support the visitor economy. As such, the proposal complies with Objective 16.
<i>Objective 17 – Strategically plan for health and education precincts</i>	Not applicable in this regard, the proposal does not relate to health and education precincts.
<i>Objective 18 – Integrate transport and land use planning</i>	There is an opportunity to integrate transport and land use planning to avoid direct access from Perricoota Road if required.

**Murray River Council Local Strategic Planning Statement 2020 - 2040**

The *Murray River Council Local Strategic Planning Statement 2020 – 2040* (LSPS) sets out the 20-year vision for land use planning in Murray River Council. It outlines how the Council will manage growth and change to maintain the high levels of environmental amenity, liveability and landscape quality that characterise the local government area (LGA). The Planning Proposal is to be reviewed against the applicable planning priorities identified within the LSPS.

**Theme 1 - a Robust, Growing, and Innovative Economy.**

Planning Priority 1 of Theme 1 relates to the protection of prime productive agricultural land from conflicting land uses and promoting agricultural activities and improvements. The Planning Proposal seeks to rezone an existing RU1 Primary Production land into an R1 General Residential, which does not comply with Planning Priority 1 of Theme 1 as the primary production land use will be extinguished. Notwithstanding the above, the entire site is considered small-scale and fringe residential in the context of primary production land. As such, the site is not deemed prime productive agricultural land and the proposal is not inconsistent with Theme 1.

Planning Priority 2 of Theme 1 relates to the growth and strengthening of tourism which is not applicable in this regard. The proposal relates to a residential use over the site.

Planning Priority 3 seeks to create an 'open-for-business' identity. It is noted that new business park facilities are being investigated for incoming commercial and industrial enterprises. As per the LSPS, the proposal is development which continues the development pattern expected for Moama in a northwest direction. Following the LSPS. Subsequently, the development is not inconsistent with Planning Priority 3.

**Theme 2 - liveable communities with social capital.**

Planning Priority 4 relates to housing growth, supply, and density. It is envisaged that a variety of large-lot (from 4,000m<sup>2</sup> to 8,000 m<sup>2</sup>) and rural-lifestyle housing are provided in the LGA, close to settlements. Perricoota Road is also identified within the Moama & District Rural Residential Strategy for Rural-style living catering for minimum lot sizes ranging from 2 to 5 hectares. The LSPS seeks to build on the Moama & District Rural Residential Strategy to deliver strategically planned rural lifestyle housing throughout the LGA, to provide a point of difference in the current housing market while protecting productive agricultural land. As such, the proposal does not comply with the vision of Planning Priority 4 of Theme 2.

It is noted that Planning Priority 4 relates to housing density only. Further, larger lot and rural lifestyle future residential areas has been identified in the Murray River Council Local Housing Strategy in the North-West location, which is the intent of the LSPS Planning Priority 4, and not in this location. Considering the above, the planning proposal is consistent with the theme.

Planning Priority 5 which relates to recreation and open space is not applicable in this regard. The Planning Proposal relates to land rezoning for future residential and commercial uses.

Planning Priority 6 refers to servicing and utility infrastructure. As mentioned above, there is an opportunity for the site to connect to reticulated water, stormwater and sewer rising main infrastructure. An extension is required to facilitate the connection given the location of these services to the site. Also, the Applicant would be required to undertake an infrastructure servicing assessment to ensure that future water and sewer infrastructure aligns with future growth and reflects the planned housing strategy. The Planning Proposal, therefore, complies with Planning Priority 6 and Theme 2 of the LSPS.

**Theme 3 – Environment, Heritage and Climate Change**

Planning Priority 7 seeks to identify and protect environmental values. It is noted that the site is not mapped as containing biodiversity values and is clear of remnant vegetation under the Spatial Viewer mapping tool. The development is deemed to comply with Planning Priority 7.

Planning Priority 8 relates to culture and heritage celebration. Above, an AHIMS search did not identify heritage sites within a 200m radius of the site. Subsequently, the development complies with Planning Priority 8.

Planning Priority 9 of Theme 3 relates to climate change and natural hazards. As per the Spatial Viewer mapping tool, the site is not mapped as containing flood hazards or bushfire prone land. It is considered that future development proposals can incorporate sustainable development principles. Further, the Draft Echuca/Moama Flood study released has not identified this land within the flood planning area, therefore this site is not impacted by flooding. Further, climate change considerations will be addressed as part of future Development Applications lodged over the site. Overall, the proposal complies with Planning Priorities 7, 8 and 9 and Theme 3 in its entirety.

**Murray River Council Local Housing Strategy 2023-2041**

The Murray River Council Local Housing Strategy (LHS) provides a guide for future growth and development of the LGA. There are 10 key challenges that are identified in the LHS and provide a lens for the Implementation Plan Framework. The key challenges are summarised as follows:

1. *Ensure adequate land supply in the right locations and the right time;*
2. *Promote housing diversity and affordability;*
3. *Reinforce commercial centres;*
4. *Protect settlement character;*
5. *Conserve primary industry land;*
6. *Conserve environmental assets;*
7. *Ensure development is sustainable;*
8. *Maintain efficient services;*
9. *Consolidate urban centres; and*
10. *Avoid natural hazards.*

**Adequate Land Supply in the Right Locations and the Right Time**

The Planning proposal seeks to rezone the site land to facilitate future development of the site for general residential living. This is anticipated to result in the creation of lots that will contribute to land supply, in the right locations and at the right time given the current demand for housing within the LGA. Therefore, the proposal is deemed to comply.

**Promote Housing Diversity and Affordability**

Housing diversity and affordability outcomes can be achieved by the proposed development which enables future development of the site. As part of the future Development Application, the Applicant

can demonstrate the provision of lots with varying sizes and frontages to promote housing diversity and affordability. Key Challenge two (2) of the Local Housing Strategy has been achieved by the Planning Proposal

#### **Reinforce Commercial Centres**

Not applicable in this regard, the proposal to rezone the site and vary the minimum lot size is not considered to undermine the Commercial Centres in the locality.

#### **Protect Settlement Character**

The settlement character of the locality is comprised of Semi-rural primary production land use, low-density residential and river-style living. Upon review, it is considered that the Planning Proposal maintains the settlement character of the locality. Further, a similar Planning Proposal has been lodged on the nearby land at 420 Perricoota Road. Compliance with key issue has been achieved by the Planning Proposal.

#### **Conserve Primary Industry Land**

The proposal is to rezone an existing RU1 - Primary Production zoned land to an R1 General Residential Zone and the subject area is surrounded by small rural landholders. As per the aerial photograph extract, the site is a small rural holding used for crop production. Fragmentation of existing agricultural land is not envisaged by the Planning Proposal. Given the size of the entire site which is considered small-scale. Moreover, the area is considered as fringe residential in the context of primary production land which is land awaiting activation for residential development following the growth development area identified in the LHS. Therefore, whilst the proposal results in the removal of Primary Industry Land, the site is identified in the LHS for residential development and as such the proposal is consistent with key issue 5 of the strategy.

#### **Conserve Environmental Assets**

Impacts on environmental assets are not envisaged for the Planning Proposal. As per the aerial photographs, the site is clear of remnant vegetation and is not mapped as containing heritage impacts. Therefore, the proposal complies with Key Issue 6 relating to the conservation of environmental assets.

#### **Ensure Development is Sustainable**

Subject to detailed biodiversity studies, the proposal is not considered to threaten the community's ecological, social or economic systems based on the existing use of the site and state overlay mapping tools. The removal of existing primary production land to facilitate residential development can impact intergenerational equity given the current use of the site. Notwithstanding the above, the land is a small rural holding, as is considered a low-value agricultural land. Whilst the proposal may result in impacts on intergenerational equity, the potency of the impact is not considered to undermine the future generation given the low agricultural land value. Subsequently, the Planning Proposal is not inconsistent with key issue 7 of the LHS.

#### **Maintain Efficient Services**

As part of future Development Applications, the Applicant would be required to demonstrate the provision of efficient infrastructure to service the anticipated demand generated by developing the

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site and how it is to be maintained. Therefore, Planning Proposal can comply with key issue 8 of the strategy.

#### **Consolidate Urban Centres**

As per the Local Housing Strategy, the subject site is wholly contained within the urban growth boundaries. As such, the proposal is considered to comply with key issue 9.

#### **Avoid Natural Hazards**

It is noted that the site is not mapped as containing natural hazards. The Applicant can implement natural hazard mitigation measures as part of the future development of the site. As such, the proposal is deemed to comply with key issue 10 of the Local Housing Strategy.

Part 2 of the LHS relates to The Right Place and the Right Time and seeks to implement the 10 key challenges at the local levels. In this regard, the subject site is identified in the preferred sequence and yield figure for urban land. The minimum lot specified ranges from 1,000m<sup>2</sup>.

Further, Part 2 of the LHS implementation Plan provides Place-Based Initiatives at the local levels. **Table 4** provides a review of the planning proposal against the Place-Based Initiatives for the Moama Locality.

**Table 4: Place-Based Initiatives Review**

PLACE-BASED INITIATIVES – MOAMA		
Initiatives	Methods	Assessment Response
<ul style="list-style-type: none"> <li>Introduce a long term place-based plan to guide local works and services including water and sewer upgrades to ensure that these are paced with development</li> </ul>	Engage in a catchment-based planning approach that covers the whole urban area, but also which addresses logical staging within each water and sewer sub-catchment which may include a longer-term approach out to the urban boundary area.	Complies. Local works and services including water and sewer upgrades will be considered as part of future planning proposals for the site.
<ul style="list-style-type: none"> <li>Establish a confirmed and detailed urban growth boundary around Moama. This should accommodate the potential future rezoning areas as shown in the report and consideration of other land uses including commercial and industrial land together with any associated rezonings..</li> </ul>	Implement as an overlay through an LEP amendment as part of the consolidated instrument. Consider including rural residential and rural smallholding areas.	Complies. The site is wholly contained within the urban growth area for Moama.
<ul style="list-style-type: none"> <li>Within an overall place-based approach to planning for Moama, introduce a precinct-based model at a smaller spatial scale, hubbed around walkable neighbourhood centres or boutique commercial destinations , which can also be nodes for housing diversity areas.</li> </ul>	Engage in broad-based community collaboration in establishing the theme and character of new precincts as well as identifying existing and valued character of current developed areas.	Can comply. Community engagement can be undertaken by the Applicant as part of the Development Application state to establish theme and character requirements as required by the Council.
<ul style="list-style-type: none"> <li>Avoid rezoning additional residential lands, except for some intensification areas in the existing town area.</li> </ul>	Ensure effective use of the residential land monitor to guide decisions regarding future land zonings.	Not applicable in this regard, the proposal is to rezone an existing RU1 Primary Production Zone for residential use.
<ul style="list-style-type: none"> <li>Work with Echuca on an integrated planning approach</li> </ul>	Look to the total offering of land across the twin towns and recognise where one has a natural advantage over the other.	Can comply, the site is identified in the preferred sequencing and yields figure and is within the urban growth area for Moama.

As demonstrated above, the Planning Proposal is consistent with Part 2 of the LHS.

## 6. SITE-SPECIFIC CONSIDERATIONS

The subject site is zoned RU1 Primary Production under Murray LEP 2011 and the immediate adjoining land zoning ranges from RE1, SP3, E4 and RU1.

Key features of the site and surroundings that could affect or be affected by the proposal are summarised in **Table 5**.

**Table 5: Key Site Features and Surroundings Summary**

KEY SITE FEATURES AND SURROUNDINGS	
Key Considerations	Assessment Response
existing development and uses	Primary Production landuse
surrounding development and uses	General residential including Dwelling house uses Tourist and accommodation Primary Production Murray River waterbody. Perricoota Road Large lots Small lot
topography	The topography of the site is generally flat with minor elevation changes.
hydrology	Drains south
scenic and culturally important landscapes	Not mapped
heritage (aboriginal and non-aboriginal)	Not mapped
access and transport	Twenty Four Lane and Beer Road
major infrastructure (roads, rail, pipelines, transmission lines)	Perricoota Road, Twenty Four Lane and Beer Road
Services (water, wastewater, stormwater etc) and utilities (gas, NBN etc)	Within proximity to the site
community and social services	Parks and walking trails

The site is not mapped as containing flood hazards. Furthermore, the site is not identified as contaminated land following a review of the contaminated land registered. However, a Preliminary Site Investigation is recommended given the existing use of the site for primary production.

**Table 6: Opportunities and Constraints**

OPPORTUNITIES AND CONSTRAINTS	
Opportunities	Constraints
<ul style="list-style-type: none"> <li>Site rezoning to R1 with a minimum lot size of 500m<sup>2</sup></li> <li>An inter-allotment road network</li> </ul>	<ul style="list-style-type: none"> <li>RU1 Primary Production Zoning</li> <li>Direct access off Perricoota Road to be constrained given the existing road alignment.</li> </ul>

## 7. PRELIMINARY PLANNING CONSIDERATIONS

The matters requiring further assessment in the planning proposal, including supporting technical documents are provided below:

**Table 6: Preliminary Planning Considerations**

PRELIMINARY PLANNING CONSIDERATIONS	
Key Considerations	Study or Investigations
Preliminary environmental analysis	<ul style="list-style-type: none"> <li>Environmental constraints analysis to depict the existing site conditions.</li> </ul>
Preliminary Transport investigation	<ul style="list-style-type: none"> <li>Transport investigation to detail potential traffic impact and access consideration for the site following the proposal to rezone. Including details of road widening proposed to facilitate the future development of the site.</li> </ul>
Preliminary Stormwater Management Investigation	<ul style="list-style-type: none"> <li>Stormwater Management Investigation to demonstrate non-worsening outcomes for stormwater quality and quantity given the reduced lot sizes. The investigation report is to include the methods proposed for managing stormwater.</li> </ul>
Public acceptance of the proposed development	<ul style="list-style-type: none"> <li>Consultation to be carried out with the local community to inform the preparation of the Planning proposal.</li> </ul>

As part of the Planning Proposal Application, the Application is to provide a response to address the relevant matters listed above.

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## 8. RECOMMENDATION

In reviewing the Planning Proposal against the local planning context, the existing site conditions, and the strategic merits applicable to the proposal. It is considered that there are sufficient grounds to endorse the Planning Proposal application to enable a Gateway Determination by the Department of Planning and Environment (DPE) for the proposal. As such, the recommendation is for:

1. The Council to endorse the Planning Proposal prepared by Habitat Planning Pty to amend the Murray Local Environmental Plan 2011 (LEP) to vary the zoning of the site on Lot 2-3 DP1213161 and 15 DP1273625 from RU1 Primary Production Zone to R1 General Residential and to vary the minimum lot sizes from a minimum lot size of 100 hectares to a minimum lot size of 500m<sup>2</sup>.
2. The Planning Proposal be sent to NSW Department of Planning and Environment (DPE) for a 'Gateway Determination' in accordance with Section 3.34 of the *Environmental Planning and Assessment Act 1979*.
3. Council's staff complete all actions, as outlined in the Gateway Determination and send the Planning Proposal to the NSW Parliamentary Counsel's Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan (LEP).
4. Council notes if valid objections are received via the public exhibition process, a further report will come back to council for consideration.

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**APPENDIX A –**  
Applicant Proposed Supporting Materials

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