



murray river
council

ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

Tuesday, 25 March 2025

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MURRAY RIVER COUNCIL
COUNCIL POLICY

DRAFT
**PROCUREMENT
POLICY**

POL-205.V#3



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PROCUREMENT POLICY

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1. INTRODUCTION

This Procurement Policy ('the Policy') is made in accordance with s55 *Local Government Act 1993* (NSW) ('the Act') and other relevant legislation applicable to procurement and tendering of goods, services or works. The purpose of this Policy is to define the overarching principles relevant to local government procurement and to ensure that any Council Officer or Councillor ('Responsible Officer') conducting procurement activities on behalf of Murray River Council ('Council'), is aware of their responsibility to comply with legislative requirements and apply best practice principles to ensure probity at all stages of the procurement process.

2. OBJECTIVES

The objectives of this Policy are to ensure that all procurement activities undertaken on behalf of Council are carried out effectively and ethically, regardless of value. All procurement, contracting, purchasing and contract management activities conducted by Council will endeavour to meet best practice procurement principles by:

- positioning Council to acquire the correct goods, services or works, in the correct quantities, to the required specification and in line with the approved Council budget;
- delivering high standards of probity, integrity and equity in its procurement of goods, services and works;
- ensuring value for money, optimisation of Council resources and effective risk management in the procurement of goods, services and works;
- supporting a culture of honesty, fairness, transparency, accountability and confidentiality in all procurement activities undertaken by or on behalf of Council;
- adopting a strategic approach to procurement planning and process implementation;
- ensuring environmentally, socially and economically sustainable outcomes are considered to the fullest extent in all purchasing decisions;
- where practicable, supporting Local Suppliers where to do so would not be detrimental to a value for money outcome;
- properly planning and scoping projects to ensure they are delivered on time, within cost constraints and meet the needs of end users;
- providing a robust and transparent audit trail of all correspondence and documentation relating to the process, including sufficient justification for any resulting decision;
- ensuring compliance with legislative obligations, Council long-term strategic planning objectives, policy and industry standards;
- encouraging collaboration with other Councils or agencies where economies of scale can be leveraged to produce an optimal outcome; and
- ensuring Councillors and Council Officers act within the level of their authority and are accountable for decisions they make.

3. SCOPE

This Policy applies to all Councillors and Council Officers involved in the procurement of goods, services and works and their interactions with suppliers and contractors on behalf of Council.

The Policy is intended to cover initiation of the procurement activity, from identification of the need for goods, services or works, through to completion of the engagement of a selected supplier and



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management of supplier performance for the duration of the work.

For the sake of clarity, this Policy does not extend to the following transaction types:

- agreements involving land to which Council's Leasing and Licensing Policy applies;
- land transactions to which Council's Land Acquisition and Disposal Policy applies; or
- issue and use of corporate credit cards by Council Officers and Councillors.

4. POLICY STATEMENT

Council Officers must conduct all procurement, tendering and business relationships in a manner which is at all times consistent with the following principles:

▸ **Value for Money**

Council's procurement activities will be specific to the estimated value, level of complexity and risk rating for the particular project, service or works required, in order to generate a value for money result and encourage market competition. The level of complexity of the process carried out should be appropriate to the work being procured, having regard to the efficient use of Council resources and the need for efficiency.

Council acknowledges that value for money must be determined by reference to a variety of factors in addition to price. An assessment of value for money will involve a balanced measure of benefit, appropriate to the level of risk and with consideration of current market influences on the particular goods, service or works required.

In assessing value for money, Council Officers will consider price in conjunction with other criteria, such as:

- the degree of conformity of the supplier's proposal with Council's specified requirements, which will be determined with regard to relevant legislative, industry code or industry standard requirements, Council policy, previous decisions and Council's long term strategic plans and delivery programs;
- 'whole of life' or 'total cost of ownership' factors including costs associated with acquiring, transitioning, using, holding, maintaining and disposing of the assets;
- qualitative factors, including known and past performance history, capacity and availability of resources, capabilities and expertise in consideration of fitness for purpose, methodology and program delivery;
- return on investment (both tangible in the form of cost savings and intangible in form of other benefits).

▸ **Probity and Transparency**

Council will conduct all procurement activities and manage business relationships in an open, honest, ethical, fair, and transparent manner. To that end, all Councillors and Council Officers involved in any procurement activity must act with honesty, integrity, diligence, and a high degree of care. Specifically, they must:

- Act within the limit of their delegated authority.
- Properly document the process from planning and commencement of the procurement activity to awarding a contract (including a Purchase Order), to ensure the decision is transparent and defensible.
- Provide all suppliers who are invited to quote or entitled to tender for Council business with equal information and an equal timeframe in which to submit a proposal.

- Avoid any actions which have the potential to allow a particular supplier an unfair advantage. This includes not disclosing or allowing to be disclosed a competitor's pricing (other than as disclosed on Council's GIPA contracts register), trade secrets or other commercial in-confidence information to any current or prospective supplier.
- Complete a risk assessment and implement any necessary mitigation measures to appropriately manage identified risks for all procurement activities.
- Not accept gifts, gratuities, or hospitality for personal gain, except as permitted by Council's Code of Conduct Policies (POL-100.1 and POL-100.2) and Gifts, Benefits and Hospitality Procedure (POL-100) and the relevant Act. Councillors and Council Officers must be particularly careful to avoid situations where gifts or hospitality could be perceived by the public as an inducement by a supplier to secure favourable treatment.
- Comply with the requirements of this Policy, the Procurement Procedure, and relevant government guidelines. Non-compliance may result in disciplinary action. Serious matters involving suspected corrupt, fraudulent or dishonest conduct should be reported to the Independent Commission Against Corruption ('ICAC') and/or any other authority as may be appropriate.
- Raise and provide to the supplier a valid purchase order prior to the commencement of work.
- Avoid splitting purchase orders to circumvent financial delegation limits or correct procurement process for the total estimated spend.
- Avoid or appropriately manage any situation where private interests may conflict with their Council duties. All conflicts of interest must be handled according to Council's Code of Conduct Policies. All persons involved in a particular Approach to Market must declare and appropriately manage any perceived, potential, or actual conflicts of interest.
- Appropriately handle, store and dispose of and preserve confidentiality of:
 - information disclosed during requests for tender or requests for quotation;
 - any other commercial-in-confidence information; and
 - pre-contract information provided in tenders or during negotiations.
- Avoid discussing current or proposed contracts with any third-party.
- Not enter into discussions or written exchanges with potential suppliers while a request for tender remains open to the market.
- Ensure the contract name, value and successful contractor name is made publicly available on Council's website as soon as practicable following the award of a contract for which a public tender process has been completed.

► **Open and Fair Competition**

Council will afford all businesses with whom it deals an equal opportunity, through impartial decision making and adequate processes to reduce the risk of improper gain or loss of advantage to suppliers. For the sake of clarity, fairness is not intended to imply universal satisfaction or forgoing the reasonable pursuit of Council's legitimate interests. Whether provided in writing or verbally, information issued to prospective respondents as part of a request process must be identical and all conforming responses evaluated by reference identical, predetermined evaluation criteria.

Councillors and Council Officers must not engage in or support practices that are anti-competitive or collusive in nature. Council's procurement processes will seek to minimise the risk of anti-competitive conduct. In this regard, Council will cease the engagement of any Supplier who is considered to contravene the Supplier Code of Conduct or any statutory requirement, including those aimed at preventing collusive or anti-competitive practices.

Council Officers will consider the merit of particular contract terms by reference to the level of market competition for the works, goods or service, including any potential barrier to doing business with Council for new Suppliers entering the market.



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▸ Accountability

Council Officers and Councillors must consider Council's statutory obligation to manage financial risks. Accordingly, a procurement activity must not proceed unless the availability of funds within an approved Council budget or another source of funds is first confirmed. It is the responsibility of the Responsible Officer to confirm availability of a sufficient, approved budgeted sum prior to undertaking any procurement activity and to ensure sufficient funds remain available to cover any contractual commitments which may result from the Approach to Market activity.

Council Officers must not authorise expenditure beyond their financial delegation and should not disclose budgeted sums to prospective or current Suppliers, except in very limited circumstances, where the project and supplier market are such that disclosing a 'ceiling' budget sum is considered likely to encourage innovation or maximise pricing inclusions to produce a better value for money outcome.

▸ Risk Management

- For the purposes of this Policy, the term 'risk' has the same meaning given to it as defined in Council's Risk Management Framework as updated from time to time.
- Council will undertake procurement activities within its Risk Appetite Statement, with the aim of avoiding unnecessary and unacceptable risks.
- It is the responsibility of the Responsible Officer to carry out a risk assessment prior to commencing any procurement process, to identify the project or service risk rating and any risk mitigation and management measures which may be required (including but not limited to considering whether a formal contract is required). The risk management measures should be applied throughout all stages of the procurement process and for the duration of the work, to ensure that activities are well-planned and executed in a way that protects and enhances the Council's ability to prevent, withstand, and recover from disruptions in the supply of goods, services, and works, as appropriate for the risk rating applying to the work to be carried out.
- Before making a decision to purchase goods or services that may impact the health, safety, and/or welfare of workers, the Responsible Officer must ensure compliance with all relevant WH&S standards and Council WH&S Policies and Procedures.
- Additionally, when initiating an Approach to Market, Purchasing Officers must assess potential risks and either eliminate or manage them to an acceptable level in line with Council's Risk Management Framework. Goods, services or works acquired are expected to comply with relevant Australian Standards and meet required certification, licence, insurance, warranty, and guarantee requirements as outlined in the terms and conditions of purchase (as determined by the Responsible Officer or project sponsor at the time of planning the procurement activity).

▸ Sustainability

Sustainability is defined as maintaining and improving the community's quality of life for both current and future generations through a balance of economic sustainability, environmental conservation, conscious and appropriate use of resources and community wellbeing. Procurement proposals will be evaluated based on their commitment to a quadruple bottom line approach over the life of an asset or project, including assessment of economic viability, environmental sustainability, social responsibility, governance and leadership.

▸ Environmental Sustainability



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Council is committed to conducting procurement in alignment with best practice environmental sustainability principles, aiming to minimise greenhouse gas emissions and other environmental impacts to minimise its carbon footprint. Council acknowledges its role in promoting sustainable development through the procurement of goods, services, and works. In its procurement decisions, Council will prioritise reducing resource consumption, protecting biodiversity, and minimising environmental impacts wherever possible.

To achieve these objectives, wherever it is practicable and financially viable to do so, Council will:

- Consider the entire lifecycle of goods and services.
- Evaluate the environmental performance and systems of suppliers and contractors, encouraging environmentally responsible practices.
- Select products and services that minimise the depletion of natural resources and biodiversity.
- Prefer ethically sourced goods and services, including Fairtrade or equivalent products.
- Ensure compliance with Australian standards, regulations and codes of practice and seek to ensure the same from suppliers.

▸ Social Procurement

- Social procurement generates positive outcomes by leveraging the procurement process to effectively contribute towards building stronger communities and advancing the needs of disadvantaged groups within the communities it serves.
- Council will demonstrate commitment to its social responsibility and generate socially sustainable outcomes through procurement processes (set out in Appendix B) and the development of specifications which seek to:
 - ensure local businesses are encouraged and supported wherever possible to tender for Council contracts;
 - ensure materials are sourced from the local area wherever possible, to support the local economy;
 - enhance partnerships with other Councils, suppliers and community stakeholders;
 - build and maintain a strong local economy by exploring ways to generate local employment and employment of individuals from disadvantaged groups;
 - identify and engage Social Enterprises wherever practicable; and
 - ensure human rights obligations are upheld.
- To support socially and ethically responsible procurement, Council will also assess whether contractors and suppliers promote socially and ethically responsible practices as part of their standard operations.

▸ Governance and Leadership

Council will seek to continuously improve its procurement processes to ensure good governance, and efficient use of resources to produce optimal outcomes. Council will endeavour to uphold the highest standard and act as a leader in the communities within which it operates. Suppliers will be provided with guidance as to the standard of performance expected of them and adherence to legislative requirements.

▸ Confidentiality

Council is committed to ensure information which would ordinarily be considered commercial in-confidence is not shared or made public without the written consent of the owner of that information, without a right to do so under a legal agreement governing the disclosure of that information, or where, on balance, to do so would harm the public interest. Council must further treat tenders and any commercial in-confidence detail and supplier trade secrets or other business information fairly, impartially, and securely.

› Efficiency

Each procurement process should be appropriate to the scale and complexity of the goods, service or works required. A procurement plan must be prepared for all tenders and should be holistic, fit for purpose, and approved prior to releasing the Approach to Market. It must be timely, with due consideration for deadlines for meeting Council's objectives and obligations, and must observe any deadlines applicable under statute, regulation and policy. Council will use well-designed delegations of authority to empower Council Officers to make procurement decisions and maximise efficiency in workflows.

› Good Faith

Council will act in good faith in all supplier dealings and will maintain positive business relationships with its Suppliers through open and effective communication, respect and trust, and amicable dispute resolution. Procurement activities must not be initiated without a firm intention and capacity to proceed with a contract. Where a supplier is not shortlisted as the preferred Supplier, Council will offer feedback on the merits of the particular supplier's submission upon request.

› Competitive Neutrality

Council will observe the principles of competitive neutrality in all procurement activities. Before proceeding with any procurement activity, Council will assess its community and other service needs and will meet particular service needs using internal operational resources only where it is considered appropriate to do so. In assessing whether Council should be considered as an option for the provision of a certain service, the following considerations will be relevant:

- the nature of the activity;
- whether it is, or is likely to be, subject to competition from other providers; and
- its importance to Council's customers.

Activities which would ordinarily not require a contracted third-party include small-scale activity included within a larger function of Council, or where it forms part of a community service function of Council.

Where Council determines that a transition from providing the service as part of usual operations to contracted service provision with a third-party private supplier is appropriate, it will maintain competitive neutrality at all stages of a tender process for a business activity of a council in which the Council also intends to submit an in-house bid. This will involve, among other things:

- establishing an appropriate accounting and reporting framework for the business which is separate to the other activities of Council;
- ensuring probity by restricting all access (other than via the usual tender process) to tender material and documents by members of the business unit proposing to submit a bid;
- adopting for the purpose of tender evaluation, a full cost attribution to Council's provision of the service; e.g. adjusting the price of the good or service in question to make allowance for taxes, the cost of capital, and any other material costs not borne by a government business purely as a result of its public ownership status;
- complying with the same regulatory requirements affecting businesses in the private sector, unless the requirements differ according to business size, profit or workforce thresholds; and
- identifying in Request for Tender documentation for the benefit of all prospective bidders, the possibility that an in-house business unit will tender for the services and will be taken

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to be a complying tender, despite the requirement that formal contract conditions will not be applied in the event Council's tender is successful.

▶ Legislative Compliance

The Act and the Regulation provide the main legislative framework for Council to procure goods, services and works. Where the Act requires Council to invite tenders for a contract with expenditure equal to or in excess of the tender threshold, the accompanying Regulation sets out the procedural requirements relating to the tender, including the choice of tendering methods.

Purchases conducted through a "Prescribed Agency" (State Government Departments, Administrative Services of the Commonwealth, Local Government Procurement and Procurement Australia) are exempt from general tendering requirements under Section 55(3) of the Act. Council will seek to purchase via a Prescribed Agency wherever practicable, where value for money can be achieved.

▶ Industrial Relations and Respect for Human Rights

Council is committed to working with suppliers who uphold sound employment and industrial relations policies and encourages contractors to demonstrate these practices during the supplier assessment process.

5. PREQUALIFIED SUPPLIER LISTS

Council will establish its own prequalified supplier lists to identify suppliers who have met a set of predetermined requirements for the purposes of requesting quotes or tenders.

Council Officers are encouraged to select prequalified suppliers to invite to quote for work wherever practicable. For the sake of clarity, the use of prequalified supplier lists does not circumvent the need to seek the requisite number of quotes or issue a public request for tender as required under the threshold limits at Appendix A.

Council may at any time remove from prequalified supplier lists any supplier who does not meet Council's specified criteria requirements for the relevant list, who fails to remedy performance issues when put on notice to do so, or in the event of a breach of the Murray River Council Supplier Code of Conduct.

6. PROCUREMENT THRESHOLDS

All Approach to Market processes must be conducted in accordance with the Act, the Regulation, this Policy, associated government and other industry guidelines and procedures, and other legislation as relevant.

The threshold requirements set out at Appendix A for the relevant estimated spend for the goods, services or works being procured must be met, unless the circumstances are such that the procurement is exempt from the requirements of this Policy (refer to Appendix C).

Under the Act, where the anticipated purchase price exceeds \$250,000 including GST, or \$150,000 including GST for the provision of services where those services are, at the time of entering the contract, being provided by Council Officers of the Council a publicly advertised tender (or public Expression of Interest process followed by Invitation to Tender) must be carried out.

7. SPEND ANALYSIS AND REPORTING

Council's expenditure, where related to a procurement process, will be monitored, analysed and reported on regularly to identify trends, areas of risk, non-compliance and strategic opportunities. A range of metrics will be used in order to ascertain the effectiveness of the procurement processes set out in this Policy, to ensure procurement resourcing and input corresponds with risk and expected return; procurement methodologies are tailored to relevant market conditions and supplier arrangements are geared towards encouraging continuous improvement and value for money throughout the course of the engagement.

8. CUMULATIVE SPEND

Purchase sums with the one supplier or for the same work or item must not at any time be split into smaller value purchases as a means of avoiding procurement thresholds.

Assessment of purchases to establish whether the public tender threshold has been reached will be considered on a rolling spend basis for the same goods, services or works over the course of a two-year period. Where the public tender threshold is likely to be reached within the two-year timeframe, a public Request for Tender process should be considered.

Any service contract which extends beyond two years must be procured by public Request for Tender.

9. PUBLIC REQUESTS FOR TENDER

In accordance with the Regulation, all public Requests for Tender must be invited by public advertisement, notice of the public tender required to be given a minimum of 21 calendar days prior to the submission deadline.

Requests for Tender must be managed using the electronic purchasing platform utilised by Council ('e-Procurement Platform'). Wherever possible, Responsible Officers will use the e-Procurement Platform for all Approach to Market and supplier selection processes (with the exception of the requisition and accounts payable process).

Tenders submitted after the specified deadline on the public advertisement will not be accepted under any circumstances.

▸ Request for Expressions of Interest ('EOI')

An Expression of Interest process should be considered where the supplier market or product or service offering are not clearly defined.

A request for Expressions of Interest is the first stage of a two stage Approach to Market process, whereby the mandatory aspects of the project or service as well as the general capability and experience of each respondent is assessed by reference to predetermined weighted evaluation criteria, with the aim of shortlisting respondents to be invited to submit a full tender proposal (incorporating all pricing and methodology detail) during a second stage RFT process.

▸ Disposal of Assets by Tender

For asset disposal, legislative procurement requirements also apply. The Act mandates that tenders be called for the disposal of goods exceeding \$250,000 including GST, subject to specific exemptions. Section 55(3)(f) allows exemptions for goods sold at public auction, while Section 55(3)(d) exempts the sale of land. Unless exempt under the Act, all disposals over the threshold value

under the Act will be conducted via public tender or auction, unless an alternative disposal method is authorised by the Chief Executive Officer.

Scrap Items: Council Officers with sufficient delegated authority may dispose of obsolete or redundant assets ('Scrap Items'). These items, which may not yield significant returns at auction or have any safe useful life remaining can be disposed of in the following ways:

- Sold through Council-controlled recycling outlets at waste facilities.
- Sold or offered to entities specialising in scrap items.
- Disposed of as waste.

Donation to Local Not-for-Profit Organisations: Expressions of Interest will be sought from local not-for-profit organisations where assets (e.g., computers) are proposed to be donated. Donation should be considered wherever the items are still able to be safely used and where they are unlikely to generate a substantial financial return. Available items for donation will be advertised on the Council's website. The probity principles of fairness, equality of information and transparency of the assessment and decision-making process will apply in the case of EOIs under this section.

Library Stock: Library materials no longer in use will be disposed of through sustainable disposal methods as determined by the Library Manager.

10. SHORTLISTING AND NEGOTIATIONS

Any Approach to Market process may involve a shortlisting process to determine preferred suppliers from whom further clarification or due diligence information is required.

Where a shortlisting process is undertaken, the initial scoring stage will determine the overall weighted score applicable to each respondent. This scoring must be documented at the conclusion of the initial stage and should provide the basis for the decision to shortlist the respondents who will move to the second stage.

Following shortlisting, Council may engage in negotiations with the selected suppliers to ensure that the terms and conditions of the contract are mutually beneficial, cost-effective, and aligned with Council's objectives. Council may wish to invite two or more shortlisted suppliers to provide a Best and Final Offer ('BAFO') for its consideration. Where a BAFO is invited, a second stage scoring matrix should document the second stage evaluation process and overall scoring.

All negotiations will be conducted ethically, with clear communication, and will be free from any form of bias or undue influence. Negotiations should not have the effect of materially altering or extending the scope of the work from that which was issued at the time of the RFT or RFQ. Council is committed to ensuring that shortlisting and negotiations are conducted in a manner that is fair, transparent, and upholds the integrity of the procurement process.

11. COLLABORATIVE PURCHASING ACTIVITIES

Procurement planning will involve an assessment as to whether opportunities exist for collaborating with bordering councils or other government agencies, including leveraging existing supplier contracts and analysing alternative contract models to capitalise on economies of scale, reduce costs, share risk and maximise community benefits for all participants. Council will seek to collaborate with member councils of the Riverina and Murray Joint Organisation ('RAMJO') wherever suitable opportunities exist. The exemptions set out in Appendix C of this Policy cover collaborative purchasing arrangements.

12. EVALUATION AND SELECTION

Evaluation criteria and weightings will vary accordingly to the procurement under consideration and be tailored with the objective of driving a value for money outcome. These will be assessed on a case-by-case basis. Evaluation criteria will consider but will not be limited to:

- › price (considering whole of life factors wherever possible);
- › schedule of rates, lump sum and other variable costs;
- › risk management;
- › Work Health & Safety;
- › quality management;
- › technical ability, capability and capacity;
- › financial and legal viability;
- › past performance in projects of a similar nature, size and scale;
- › knowledge and experience working with local government;
- › methodology and project planning expertise; and
- › local and community factors.

Mandatory Evaluation Criteria

To ensure the best value for money outcome is achieved and risk is appropriately managed, the following mandatory evaluation criteria should be included in all tender evaluations and clearly identified in the Request for Tender documents:

- › price (weighted to a minimum of 30% of the overall criteria weightings);
- › sufficient evidence of routine application of WH&S Management Systems and Policies (on a pass or fail basis);
- › evidence of certificates of currency of insurances relevant to the work (on a pass or fail basis); and
- › evidence of any relevant licences or registrations (on a pass or fail basis).

Suppliers who do not meet the stated mandatory criteria will not be further considered.

13. EFFECTIVE CONTRACT MANAGEMENT

The purpose of contract management is to ensure that the Council, receives the goods, services or works to the required standards of quality and quantity as intended by the contract. To effectively manage these contracts and work collaboratively with its Suppliers, Council Officers must follow key principles of effective contract management as set out in its Contract Management Framework:

- establishing a system for monitoring and achieving the responsibilities and obligations of both parties;
- maintaining robust internal contract processes, including the utilisation of a Contracts Register to support Contract management, compliance, milestones and financial commitment;
- early recognition of key issues such as variations, performance and identification of solutions;
- standardising contracts to include current and relevant clauses;
- requiring bank guarantees or security deposits where appropriate;
- referring specifications to relevant experts;
- requiring contractual agreement before allowing the commencement of work;
- use of or reference to relevant Australian Standards (or equivalent);
- effectively managing the contract including monitoring and enforcing performance;

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- administering contracts in accordance with Council's policies and procedures, local government regulations and relevant State and Commonwealth legislation;
- developing a Contract Management Plan prior to the commencement of the contract which is appropriate to scale, risk, reporting requirements and value;
- scheduling and fully documenting initial, pre-start and ongoing review meetings addressing the key objectives and deliverables of the contract;
- regularly monitoring contract with regard to risk and performance assessed against key performance indicators; and
- assessing and managing contract variations in accordance with the conditions of the contract.

14. EXEMPTIONS

There may be circumstances applying to a particular procurement which require the specialisation of a certain supplier or where it is not feasible to seek other quotes. This can be due to a range of factors, such as business continuity requirements, geographical remoteness, emergency, or prior in-depth knowledge or ownership of other intellectual property in the project or service. In these situations, a multi-supplier market approach is either unachievable or unlikely to produce a viable outcome.

The table at Appendix C sets out the classes of purchase that are considered to fall outside the scope of this Policy and which are therefore exempt from the purchasing threshold requirements set out in the Policy.

While normal procurement procedures will not apply to exempt purchase categories, Responsible Officers must nevertheless conduct themselves in a proper, transparent and accountable manner and apply best practice probity principles and standards.

15. WAIVER OF REQUIREMENT BY CHIEF EXECUTIVE OFFICER

This waiver provision is intended to provide sufficient flexibility in the procurement process to adapt to the demands of Local Government operations and the particular geographical challenges faced by Murray River Council where it is appropriate to do so, without compromising probity and legislative compliance.

Where an exemption does not apply to a procurement activity but the circumstances are such that a process of seeking multiple quotes would be unlikely to produce a value for money or generally viable outcome, Responsible Officers may apply for a waiver of a requirement under this Policy for purchases not exceeding \$250,000 including GST for approval by the Chief Executive Officer in their absolute discretion. In ascertaining whether sufficient grounds exist to waive a requirement, regard must be had to the purchasing categories in Appendix D.

Council Officers seeking a waiver from this procurement policy must, prior to engaging the supplier, submit a request to the procurement team in the required form, detailing the following:

- An explanation of the reasons for the request, including any circumstances that make policy compliance impractical or not infeasible (e.g. exclusive supplier, specialised good/service).
- Evidence of the estimated cost and sufficient budget to undertake the work.
- The potential impact of granting the waiver, including any risks, financial implications, and how the waiver aligns with the overall objectives of Council.
- Any alternative approaches or solutions that were considered and why these were determined to be insufficient.

Council grants the Chief Executive Officer express delegated authority via this Policy to waive process requirements in their absolute discretion under this Section. Procurement will report to the Audit, Risk and Improvement Committee as to the number and classification of approved waiver requests on an annual basis.

16. CHILD SAFE STANDARDS

As part of its commitment to ensuring the safety and wellbeing of children, Council will incorporate Child Safe Standards into its Supplier Code of Conduct. All suppliers, contractors, and service providers engaged by the Council must commit to creating child safe environments and complying with relevant legislation and best practices related to child protection.

This includes ensuring that Council Officers and volunteers working with children are appropriately screened, including undergoing background checks and adhering to relevant safeguarding policies, including Council's Child Safe Policy (POL-117). Additionally, Council will prioritise working with organisations that have established mechanisms for reporting and addressing concerns related to child safety wherever possible.

17. MODERN SLAVERY PREVENTION

Modern Slavery, as defined in the *Modern Slavery Act 2018* (NSW), refers to any conduct that constitutes a Modern Slavery offence under the Act, including the use of slavery, servitude, or forced labour to exploit children or other individuals within an organisation's supply chains. Council acknowledges that Modern Slavery is a severe violation of human rights and personal dignity. Practices such as human trafficking, slavery, servitude, forced labour, debt bondage, and forced marriage are recognised as modern slavery and are classified as serious crimes under Australian law.

Council is committed to ensuring it does not knowingly engage with suppliers involved in any form of Modern Slavery. Suppliers engaging in business with Council will be required to acknowledge and adhere to the Supplier Code of Conduct and the modern slavery prevention requirements therein, including a warranty that they are paying workers fairly, reporting as required ensuring legal and acceptable working conditions and being transparent about the sourcing of their products, and detail the actions they are taking to prevent modern slavery within their supply chains.

Tender response schedules will incorporate a statement by all Tenderers as to their compliance with modern slavery legislation. Where the category of work under the contract is considered a high risk industry, tender documentation and contract terms will incorporate a detailed breakdown of pricing margins and relevant employee award rates, staff resources, the origin of goods or materials sourced and organisational policies and systems to manage modern slavery risks.

18. PROBITY PLAN

Where the value of the procurement exceeds \$10 million including GST, or where the work is of a highly sensitive or involves a high degree of risk, an independent (external) Probity Advisor must be appointed prior to commencing the procurement process. A probity plan will be prepared at the commencement of the process and reviewed to the satisfaction of the Probity Advisor, who will maintain involvement throughout the entire procurement process to ensure probity principles are observed. The probity plan should include detail such as:

- accountability and transparency;
- conflict of interest management;
- fair and equal treatment;
- confidentiality of commercially sensitive information;
- compliance with policies and legislation;

- independent oversight;
- reporting and feedback;
- training and awareness; and
- record keeping.

At the conclusion of the process, a probity report will be obtained from the Probity Advisor which details the process carried out by reference to the procurement plan, this Policy and the relevant legislative requirements.

19. EVALUATION AND REVIEW OF POLICY

It is the responsibility of the Chief Legal Counsel to monitor the adequacy of this Policy and recommend appropriate changes.

This Policy will be formally reviewed every four (4) years or earlier as required.

20. LEGISLATION, ASSOCIATED DOCUMENTS AND DEFINITIONS

Legislation

- › *Competition and Consumer Act 2010* (Cth)
- › *Government Information (Public Access) Act 2009* (NSW)
- › *Independent Commission Against Corruption Act 1988*
- › *Fair Trading Act 1987* (NSW)
- › *Local Government Act 1993* (NSW)
- › *Local Government (General) Regulation 2005* (NSW)
- › *Modern Slavery Act 2018* (Cth)
- › *Privacy and Personal Information Protection Act 1998* (NSW)
- › *State Records Act 1998* (NSW)
- › *Trade Practices Act 1974* (Cth)
- › *Work Health & Safety Act 2011* (NSW)
- › *Work Health & Safety Regulations 2017* (NSW)
- › *Public Works and Procurement Act 1912* (Cth)

Associated Documents

- › MRC Policy - Code of Conduct Policy (POL-100)
- › MRC Policy - Delegations of Authority (from the Council to Mayor and Chief Executive Officer) Policy (POL-102)
- › MRC Policy - Delegations of Authority (from Chief Executive Officer to Council Officers) Policy (POL-107)
- › MRC Policy - Corporate Credit Card Policy (POL-204)
- › MRC Policy – Internal Reporting (PID) Policy (POL-113)
- › MRC Manual – Procedure Manual
- › Office of Local Government (OLG) - Tendering Guidelines for NSW Local Government
- › Ombudsman NSW - Good Conduct and Administrative Practice - Guidelines for state and local government.

Definitions:

Term	Definition
Act	means the Local Government Act 1993 (NSW).
Approach to Market	means the strategy and methodology used to procure goods or services including planning and the selection of procurement methods to engage suppliers effectively and ensure a transparent and competitive process.
Prescribed Agency	means an agency prescribed by the Act to provide procurement services on behalf of Council in accordance with Section 55(3) of the Act.
Conflict of Interest	means any situation in which a reasonable person would perceive that they could be influenced by a private interest when carrying out their public duty.
Closed Request for Tender (Closed RFT)	means a request for quotations for the supply of goods, services or works. This form of request is commonly utilised for low value, low risk procurement where the contract is in the form of purchase order terms and conditions or minor contract conditions.
Delegate	means a person with financial delegation under Council's Delegations of Authority (CEO to Employees) Policy or Delegations of Authority (Council to CEO) Policy as updated from time to time.
Expression of Interest (EOI)	means the first in a two-stage public Approach to Market process by which suppliers are shortlisted on the basis of initial capability and suitability requirements, before being invited to submit a tender with full pricing and methodology detail for the relevant project or service contract.
First Nations Supplier	means a business that is at least 50% owned by an Aboriginal and/or Torres Strait Islander person or people.
Local Supplier	means a supplier business of any size: <ul style="list-style-type: none"> • with a registered business address within the Murray River Council Local Government Area (LGA) or Specified Border Township; or • capable of demonstrating a significant operations presence including a local workforce within the Murray River Council Local Government Area (LGA) or Immediate Border Township. For the purposes of this definition, 'Specified Border Township' is taken to include Echuca, Koondrook, Caldwell, Swan Hill and Deniliquin.
Probity	means a defensible process which is able to withstand scrutiny, achieving both accountability and transparency for its duration and providing tenderers with fair, consistent and equal treatment.
Procurement	means all the processes concerned with developing and implementing strategies to manage the Council's spend in such a way as to contribute to the Council's overall goals and to maximise value and/or minimise the total cost of ownership including the purchasing of goods and services.
Public Request for Tender (RFT)	means a publicly advertised request for tender proposal for the supply of goods, services or works as detailed in a specification document. This form of request is commonly utilised for high value or complex procurement and is required in the case of spend estimated to exceed \$250,000 including GST. A formal contract will be utilised in these situations.
Regulation	means the <i>Local Government (General) Regulation 2021</i> .
Request for Quotations	means a request for quotations for the supply of goods, services or works. This form of request is commonly utilised for low value, low risk procurement where the contract is in the form of purchase order terms and conditions.
Social Enterprise	Means a business that trades with a primary intention of driving social,

	<p>cultural or environmental change. A Social Enterprise will derive most income from business trade, rather than donations and grants, and will reinvest at least 50% of its profits to further its social mission.</p> <p>The primary purpose of a social enterprise may include:</p> <ul style="list-style-type: none"> • addressing social problems • improving communities • providing people with access to employment and training • helping the environment.
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21. DOCUMENT CONTROL

Version No.	Details	Dates	CM9 Reference	Resolution No.
1	Initial Issue	17 April 2018 to DRAFT	VF/18/2194	030418
2	Changes made to address tendering threshold changes in the LG Act	DRAFT	VF/18/2194	

Council reserves the right to review, vary or revoke this policy at any time.
This Policy is scheduled for review before 2029.

Disclaimer:

This document was formulated to be consistent with Murray River Council's legislative obligations and with the scope of Council's powers. This document should be read in conjunction with relevant legislation, guidelines and codes of practice. In the case of any discrepancies, the most recent legislation should prevail. This document does not constitute legal advice. Legal advice should be sought in relation to particular circumstances and liability will not be accepted for losses incurred as a result of reliance on this document.



PROCUREMENT POLICY

POL-205.V#3

APPENDIX A

Procurement Process Threshold Requirements

Expenditure (GST Inclusive)	Purchase Types	Agreement & Documentation
Less than \$2,000	No quote required.	Purchase Order
\$2,001 - \$15,000	One (1) quote must be sought via VendorPanel.	Purchase Order
\$15,001 - \$30,000	Two (2) quotes must be sought via VendorPanel; OR A Prescribed Agency Arrangement utilised.	Purchase Order
\$30,001 - \$250,000	Three (3) or more quotes must be sought via VendorPanel OR Prescribed Agency Arrangement utilised OR Request for Tender by Select Invitation (Closed RFT)	Specification or Project Brief AND <ul style="list-style-type: none"> - Purchase Order or - Full contract (depending on level of risk) AND <ul style="list-style-type: none"> - Evaluation documentation or - Evaluation recommendation report (depending on level of risk).
Over \$250,000	Public Request for Tender (Public RFT) OR Prescribed Agency Arrangement utilised.	Highly detailed Specification or Project Brief AND <ul style="list-style-type: none"> - Minor contract; or - Major contract; AND Evaluation panel recommendation report.



PROCUREMENT POLICY

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APPENDIX B

Benefit to Local Region and Social Sustainability

Council commits to the following in the sourcing of goods, services and works:

Estimated value (including GST)	Requirement
Up to \$5,000	Local Suppliers, First Nations Suppliers and any other business recognised as Social Enterprises will be preferred over non-local suppliers where possible and where value for money can be demonstrated.
\$5,001 to 25,000	Local Suppliers, First Nations Suppliers and any other businesses recognised as Social Enterprises will be given a 5% price concession for the purposes of the pricing evaluation.
\$25,000 - \$150,000	<p>Up to 5% evaluation criteria weighting applied to Local Suppliers, First Nations Suppliers and other business recognised as Social Enterprises. This weighting will also apply to suppliers who commit to sourcing a significant percentage of materials from or engaging as a subcontractor, a Local Supplier, First Nations Supplier or other Social Enterprise.</p> <p>Where this criteria weighting is applied, the evaluation process must include a method for determining the extent to which the particular supplier meets the criteria on the merits of the information submitted through the procurement process.</p>
\$150,000 and over	<p>Up to a maximum 10% evaluation criteria weighting applied to Local Suppliers, First Nations Suppliers and other business recognised as Social Enterprises as determined appropriate for the particular market and where to do so is not likely to compromise value for money.</p> <p>Where this criteria weighting is applied, the evaluation process must include a method for determining the extent to which the particular supplier meets the criteria on the merits of the information submitted through the procurement process.</p>

APPENDIX C

Exemptions from Policy Scope

The following transaction types are exempt under Section 55 of the Act from the requirement to invite tenders, regardless of threshold spend. Any exempt purchase must still be approved by the Council Officers member with the correct financial delegated authority.

	Exemption Name, Explanation, Limitations, Responsibilities and Approvals
1	Contracts with a person/entity prescribed by the Regulation.
2	Contracts with the Crown.
3	Contracts with another Council.
4	Contracts to purchase or sell land.
5	Contracts for leasing or licencing of land, other than the leasing or licensing of community land for a term exceeding 5 years to a body that is not a non-profit organisation (with restrictions).
6	Contracts for purchase or sale at public auction.
7	Contracts for the purchase of goods or services specified by the NSW Procurement Board or the Department of Administrative Services of the Commonwealth.
8	Employment Contracts.
9	Contracts where, because of extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenders, Council decides by resolution that a satisfactory result would not be achieved by inviting tenders.
10	Contracts that are exempt another Act.
11	<p>Contracts made in case of emergency.</p> <p>Where the Council or CEO has resolved that the contract must be entered into because of an emergency (e.g. to provide immediate response to a natural disaster) or where the NSW Government has declared a State of Emergency. An emergency situation includes the following:</p> <ul style="list-style-type: none"> • A state of disaster declared under the Emergency Management Act 1986 or any



PROCUREMENT POLICY

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	<p>other emergency declaration made by the Premier;</p> <ul style="list-style-type: none"> • An incident declared by an accountable officer where the safety or security of any person or property associated with the Council is threatened; or • An external incident to which an accountable officer has authorised the provision of urgent support. • A state of emergency declared under the State Emergency and Rescue Management Act 1989 (NSW). • A declaration under s 44 of the Rural Fires Act 1997, where Council is asked to support bushfire operations. • Incidents requiring activation of Council's Crisis Management or Business Continuity Plans. • Any situation where the CEO (or their nominee) deems the safety or security of Council personnel or property is at risk. • An external incident to which the CEO (or their nominee) has authorised the provision of urgent support. • An incident where the CEO (or their nominee) deems that a purchase is required in the best interest of public safety. <p>In this regard, purchasing is defined in three stages:</p> <ul style="list-style-type: none"> ▸ <u>Stage 1 Immediate Response:</u> Reactive procurement action taken immediately before, during and in the first period following an emergency situation to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property, on the environment, and to meet basic human needs. ▸ <u>Stage 2 Disaster Relief:</u> Emergency procurement for the provision of assistance to meet the essential needs of individuals, families and the wider community during and in the immediate aftermath of an emergency. ▸ <u>Stage 3 Post-disaster Recovery:</u> Accelerated procurement to assist Council and ▸ the community to resume a proper and effective level of functioning. <p>This exemption applies to all Stage 1 and 2 purchases and to Stage 3 purchases where the transaction is essential to the continuation of business as usual under Council's Business Continuity Plans (BAP) for the relevant business unit. For the sake of clarity, this exemption cannot be used to remedy poor planning.</p> <p>The CEO shall in their absolute discretion determine any required financial approvals where this exemption applies.</p> <p>Requests from external agencies must be in writing and authorised by the Incident Controller or their delegate.</p> <ul style="list-style-type: none"> • Authorisation must come from the elected Council or CEO. • Any emergency procurement exceeding \$150,000 (including GST) must be
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	reported at the first available Council meeting thereafter. All other probity principles continue to apply to purchases made in times of emergency, including but not limited to ensuring transparency and maintaining appropriate documentation of all processes and decisions.
12	Contracts to enter into public-private partnerships.
13	Contracts for the purposes of carrying out a project under a public-private partnership (with restrictions).
14	Contracts for environment upgrade agreements.
15	Contracts with Electoral Commission to administer elections, council polls and constitutional referendums.
16	Contracts with disability employment organisations approved under the <i>Public Work and Procurement Act 1912</i> .



PROCUREMENT POLICY

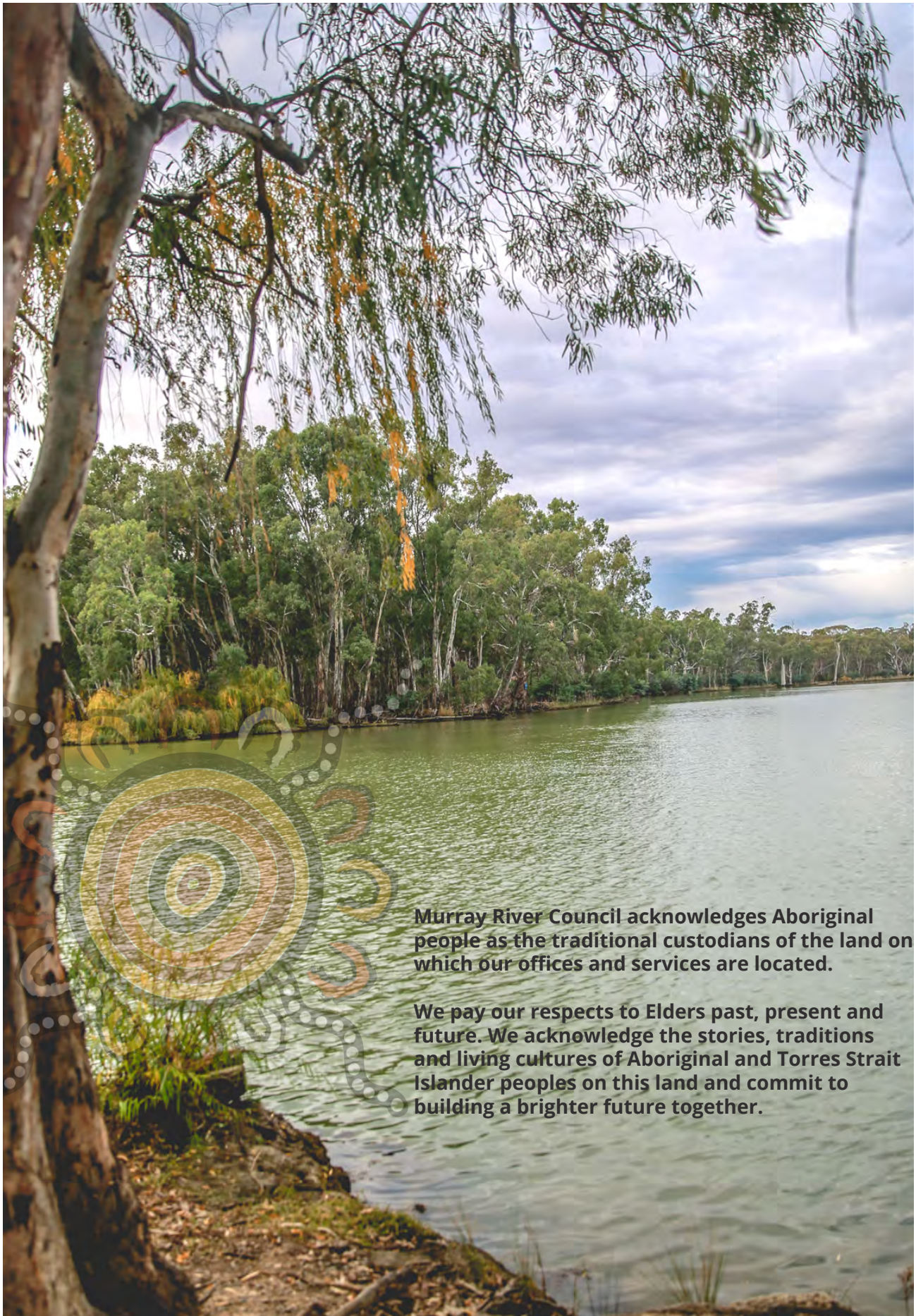
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APPENDIX D

Requests for Waiver of Threshold Process Requirements

Waiver Category	Explanation, Limitations, Responsibilities and Approvals
Traditional Owners	Engagement of Traditional Owners where the primary purpose of the procurement activity is to gather information relating to Aboriginal culturally sensitive issues, including land management considerations pursuant to the <i>Aboriginal Heritage Act</i> .
Extension of contracts while Council is at market	Allows Council to extend an existing contract where the procurement process to replace the contract has commenced, and where the tender process or negotiations will take or have taken longer than expected. This exemption may be used when the establishment of an interim short-term arrangement is considered not to be in the public interest, as it may be cost prohibitive and/or present a risk in the delivery of critical public services to the municipality. Contract extensions applied during a procurement period should not exceed 6 months.
Professional services unsuitable for tendering	Insurance, urgent legal services.
Information technology resellers and software developers and licensing	Allows Council to renew software licenses, maintenance and support, or upgrade existing systems, (where a public tender was completed for the original contract) and there is only one supplier of the software, who holds the intellectual property rights to the software.
Utility companies and third-party asset owners	When utility authorities are required to undertake work on their assets.
Operating & finance Leases	Where a lessor leases an asset (generally a vehicle or plant and equipment) to Council and assumes the residual value risk of the vehicle.
Other	<p>Sole or specialist supply under \$250,000 (GST inclusive) based on a detailed business case and analysis of the most advantageous procurement strategy approved by the General Manager or financial delegate, where the item or work being procured involves:</p> <ul style="list-style-type: none"> Items of a unique character such as artworks or artistic performances, or where the item is bespoke, such as a specialist software system; or The intellectual property of one supplier in particular, or where specialised support is required from an original supplier to meet compatibility needs.





Murray River Council acknowledges Aboriginal people as the traditional custodians of the land on which our offices and services are located.

We pay our respects to Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

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Our Vision

Murray River Council has vibrant, diverse and cohesive communities.
We are supported by strong local business and primary industries.
We value our beautiful waterways and natural surrounds.

4

Our Mission

To work with each of our unique communities to foster economic growth and prosperity, support community health and wellbeing, and protect and enhance our environment.

While planning effectively for the future to ensure appropriate infrastructure and services that will support quality lifestyles and provide recreational opportunities for our Murray River community.



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

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

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

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

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

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

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

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

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

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

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

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

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

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

Cr John Harvie
MAYOR

Council's Role

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

This means goals, projects and programs of works identified within the Community Strategic Plan, Delivery Program and Operational Plan are not always the sole responsibility of Council to deliver. In some cases, we will partner with State and Federal Government agencies or advocate on behalf of a project or program of works. The Delivery Program provides further direction in relation to those projects or programs of works where Council has a certain level of control over the outcome.

Council's role for each strategic objective within the CSP is defined by one or more of the following unique identifiers that will also flow on into the Delivery Program and Operational Plan:

DELIVER

Council delivers a range of programs and services including: waste collection, libraries, maintenance of local roads and public spaces, recreation facilities and programs, community care, special events and regulatory functions.

PARTNER

Council builds and facilitates strategic partnerships with federal and state government agencies, the private sector, and a range of other service providers whose work will contribute to delivering the Goals as identified within the Community Strategic Plan and the projects and programs of works as identified in the Delivery and Operational Plans.

ADVOCATE

When not in direct control or partnership, Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at the relevant levels of government and industry to bring about the best outcomes for our community.

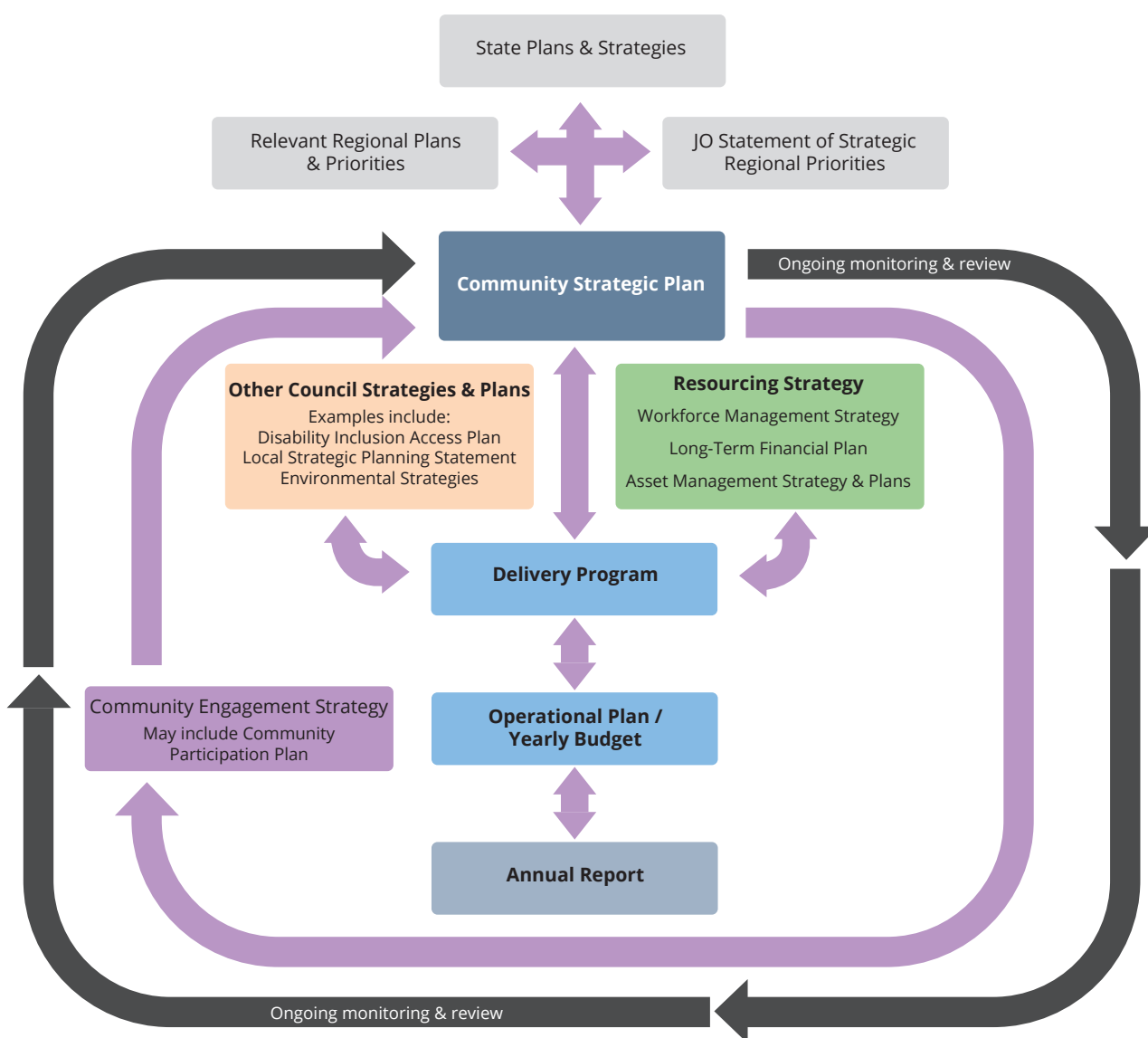
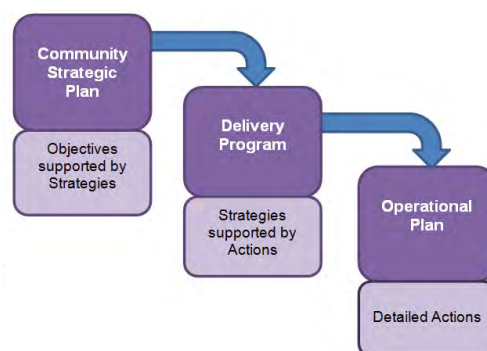


Our Framework

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

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

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



How we developed the Delivery Program.

Incorporating community feedback

The first major redevelopment of our Community Strategic Plan (CSP) commenced in late 2021 to coincide with the election cycle of 2021-2024. During this time, an extensive engagement program provided stakeholders and the community with the opportunity to have input into its development, which then informed the associated Delivery Program and Operational Plans.

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

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

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

Reviewing our 'Parking Lot'

During the 2022 consultation phase we received a lot of feedback from community members saying ideas had been previously suggested but were never actioned. These were generally some of the 'trickier ideas' that would take longer to implement. So instead of scrapping them altogether we created the 'MRC Parking Lot' which stored these extra community ideas and feedback for potential inclusion in future CSP's or Delivery Programs. Approximately 150 ideas were stored in the Parking Lot after the 2022 consultation period.

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



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

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

Major Projects.

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

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

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



Reporting on our progress

Council is accountable for delivering and reporting on the Community Strategic Plan (CSP), Delivery Program and Operational Plans, as well as other strategies and plans adopted by Council.

Council's reporting will comply with all legislative requirements as outlined below, and we will provide other informal updates through our website, social media (Facebook account), community publications and other local print media outlets.

Through Council's Monthly Operational Report, Business Units will be able to continually monitor the progress of projects and programs of works identified within the Delivery Programs and the Yearly Operational Plan. These line items will directly relate to the goals outlined within the CSP. By undertaking the monthly reporting, we will ensure compliance with the monitoring requirements of the CSP and Delivery Program (section 404 of the Local Government Act – Integrated Planning and Reporting Framework).

In addition, the following reporting requirements will also be undertaken;

Annual Report - including the achievements of Council in implementing the Delivery Program, additional information required by legislation and audited Financial Statements for the financial year.

State of the Region Report – reporting on the progress of the Community Strategic Plan from one plan to the next. This report outlines how projects are tracking over a longer term – 10 years rather than just over the Council Term.

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







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

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

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

How to read the Delivery Program

Related to the Strategic Objective identified in the CSP

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

Relates to the Theme and Goal as identified in the CSP

Strategic Objective - Facilitate Circular Economy

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

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

What will be achieved, facilitated, or undertaken

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

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

Business Unit accountable for the outcome/deliverables



A PLACE OF ENVIRONMENTAL SENSITIVITY

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

KEY PARTNERS

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

Strategic Objective – Facilitate circular economy.

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

Strategic Objective – Protect, enhance and sustain the natural environment.

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

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

Strategic Objective – Increase awareness and education of environmental sustainability.

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



A PLACE OF PROGRESSIVE LEADERSHIP

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

KEY PARTNERS

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

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

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

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

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

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

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

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

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



A PLACE OF LIVEABLE COMMUNITIES

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

KEY PARTNERS

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

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

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

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

Strategic Objective - Enable development of liveable communities.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
3.6	Monitor, review and begin implementation of the Local Housing Strategy including considerations for affordable housing options							
3.6.1	Review and update the Local Housing Strategy.	Deliver	Local Housing Strategy, updated and adopted by both Council and DPHI.	Development Services	✓	✓		
3.6.2	New subdivisions released in sequence and diversity of housing products considered in line with projected population growth for our LGA.	Advocate	Advocate for affordable housing options within new and existing residential releases of land.	Development Services	✓	✓	✓	✓
3.6.3		Deliver, Advocate	Consider manufactured home estates in appropriate areas	Development Services	✓	✓	✓	✓
3.6.4		Advocate	Advocate for over 55s lifestyle villages within the LGA.	Community Economic Development Directorate	✓	✓	✓	✓
3.6.5		Deliver Partner	Develop / Review a Management Plan for Council owned Caravan parks.	Community Economic Development Directorate	✓	✓	✓	✓
3.7	Review and implementation of the various strategies which influence Council's approach to Regulatory Assurance Framework (RAF) – formally known as Integrated Water Cycle Management.							
3.7.1	Stormwater Services reviewed and action plans implemented as per the Asset Management Plans	Deliver	Moama Stormwater (Overland flood study) Study completed.	Works / Project Management Office	✓			
3.7.2		Deliver	Stormwater Basin – upgrades.	Water & Waste water	✓	✓	✓	✓
3.7.3		Deliver	Stormwater Reticulation network (pipework and pump stations).	Water & Waste water	✓	✓	✓	✓
3.7.4		Deliver	Stormwater Network operations and maintenance (across various townships).	Works / Water & Waste water	✓	✓	✓	✓
3.7.5		Deliver	Stormwater capture and reuse operations.	Water & Waste water	✓	✓	✓	✓
3.7.6	Sewer Services reviewed and action plans implemented as per the Asset Management Plans	Deliver	Barham Sewer Treatment Plant upgrades and associated works.	Water & Waste water	✓	✓	✓	✓
3.7.7		Deliver	Moama Sewer Treatment Plant upgrades and associated works.	Water & Waste water	✓	✓	✓	
3.7.8		Deliver	Murray Downs Sewer Treatment Plant upgrades and associated works.	Water & Waste water	✓		✓	✓
3.7.9		Deliver	Sewer Treatment Plant general renewals.	Water & Waste water	✓		✓	
3.7.10		Deliver	Sewer General Network Odour Control.	Water & Waste water	✓	✓	✓	✓
3.7.11		Deliver	Sewer General Network CCTV condition inspections.	Water & Waste water	✓	✓	✓	✓
3.7.12		Deliver	Sewer General Network SCADA upgrades.	Water & Waste water		✓	✓	✓

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
3.7.13		Deliver	Sewer Network - replacement / relining.	Water & Waste water	✓	✓	✓	✓
3.7.14		Deliver	Sewer Network – Pump Stations renewals.	Water & Waste water	✓	✓	✓	✓
3.7.15		Deliver	Sewer Treatment and collection – operations.	Water & Waste water	✓	✓	✓	✓
3.7.16	Water Services (raw water) reviewed, and action plans implemented as per the Asset Management Plans	Deliver	Reticulation Network renewals (all infrastructure, SCADA, meters), upgrades and analysis (across various townships)	Water & Waste water	✓	✓	✓	✓
3.7.17	Water Services (drinking water) reviewed, and action plans implemented as per the Asset Management Plans	Deliver	Water Filtration Plant upgrades investigated, actions identified and begin implementation across the network.	Water & Waste water	✓	✓	✓	✓
3.7.18		Deliver	Moama Water Treatment Plant upgrades (existing plant).	Water & Waste water	✓	✓	✓	✓
3.7.19		Deliver	Reticulation Network renewals (all infrastructure, SCADA, meters), upgrades and analysis (across various townships).	Water & Waste water	✓	✓	✓	✓
3.7.20		Deliver	New / Renewal of Building Assets.	Water & Waste water		✓	✓	✓
3.7.21		Deliver	Water supply, treatment and distribution operations (raw and filtered).	Water & Waste water	✓	✓	✓	✓
3.7.22	Flood Management Services and Strategies reviewed, and action plans implemented	Deliver	Moulamein Flood Study completed.	Works / Project Management Office	✓			
3.7.23		Deliver	Begin implementation of the Echuca Moama Torrumbarry Flood Study - development of the EMFS Risk Mitigation Plan.	Works / Project Management Office			✓	
3.7.24		Deliver	Barham Flood Study completed.	Works / Project Management Office	✓	✓		
3.7.25		Deliver	Mathoura and Picnic Point Flood Study completed.	Works / Project Management Office	✓	✓		
3.7.26		Deliver	Levee Bank operations and maintenance (across various townships) (notes - includes training, inspections, maintenance, general operations).	Works	✓	✓	✓	✓
3.7.27		Deliver	Levee Bank upgrades (across various townships) (note as per flood studies and flood action plan).	Works / Project Management Office	✓	✓	✓	✓

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

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

Strategic Objective – Strategic planning which produces consistent, strategic, transparent outcomes.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
3.9	Begin preparation of Master plans / Township plans for placemaking outcomes.							
3.9.1	Master Plans and Township Plans to be created on an as needs basis.	Deliver	Priority listing to be developed to investigate and prioritise townships for placemaking, masterplans and streetscaping.	Planning & Environment Directorate				✓
3.9.2	Priority locations for placemaking and townships identified and investigation / design has begun.	Deliver	Placemaking investigation and design – Meninya Street.	Works / Project Management Office	✓	✓	✓	✓
3.9.3		Deliver	Placemaking investigation and design – Meninya Street South Precinct.	Works / Parks & Biosecurity / Economic Development & Tourism / Project Management Office / Buildings & Facilities	✓	✓	✓	✓
3.9.4		Deliver	Placemaking investigation and design – Horseshoe Lagoon Master plan implementation.	Parks & Biosecurity / Economic Development & Tourism / Project Management Office	✓	✓	✓	✓
3.9.5		Deliver	Placemaking investigation and design – Murray Downs.	Development Services	✓	✓		
3.9.6		Deliver	Placemaking investigation and design – Moulamein.	Development Services	✓	✓		
3.9.7		Deliver	Placemaking investigation and design – Mathoura.	Development Services	✓	✓	✓	

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
3.10	Continue to review and monitor relevant planning instruments used for Council planning decisions including but not limited to the DCP and LEP.							
3.10.1	Prepare new Development Control Plan and New Local Environment Plan for MRC, with the DCP being the first priority.	Deliver	Development Control Plan – review and adopt.	Development Services		✓	✓	
3.10.2		Deliver	Local Environment Plan – review and adopt.	Development Services	✓	✓	✓	✓
3.11	Review unused land and building assets and apply a consistent and financially strategic approach to disposal or repurposing							
3.11.1	Ongoing review of Council assets not utilised to their fullest extent with the view to repurposing or disposal of the relevant asset/s.	Deliver	All assets should be utilised to the fullest extent possible to ensure operational (and capital) expenses are balanced with a genuine need for the asset. Where that is not able to be achieved, assets should be either repurposed to that end, or disposed of in a transparent and commercial manner.	Legal, Property & Procurement / Assets			✓	



A PLACE OF INCLUSION, CULTURE & WELLBEING

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

KEY PARTNERS

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

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

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

Strategic Objective – Recognise and celebrate our region’s rich heritage and indigenous culture (in partnership with community).

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

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

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

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

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
4.4	Facilitate access to health and well-being services through the delivery of Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council.							
4.4.1	Relevant health and wellbeing services are available, with ongoing utilisation by the community.	Deliver	Continue to deliver the Commonwealth Home Support Program Services, Including <ul style="list-style-type: none">CHSP TransportMeals on wheelsSocial Support IndividualSocial Support GroupRespiteHome Modifications.	Community Services	✓	✓	✓ (pending funding)	✓ (pending funding)
4.4.2		Deliver	Continue to deliver the Transport for New South Wales Transport Program – Including CHSP and CTP.	Community Services	✓	✓	✓ (pending funding)	✓ (pending funding)
4.4.3		Advocate	Promote the services available to the community including but not limited to Medicare, Legal aid, Centrelink, Doctors, Service NSW, Services Australia.	Community Economic Development Directorate / Community Services	✓	✓	✓	✓
4.5	Identify gaps in health and wellbeing services and advocate for new, or increased services where required.							
4.5.1	Continued advocacy for existing and attraction of new or missing health and wellbeing services as identified	Advocate	Identify gaps in services and advocate for new, or increased services where required.	Community Economic Development Directorate	✓	✓	✓	✓
4.5.2		Advocate	Investigate / Advocate for a high level health facility within the LGA	Chief Executive Office / Community Economic Development Directorate	✓	✓	✓	✓
4.5.3		Advocate Partner	Support Health Promotion strategies of relevant providers, across the region (note CSP feedback Murrumbidgee Local Health District request – healthy eating, food security, physical activity, open spaces, health information)	Economic Development & Tourism	✓	✓	✓	✓



A PLACE OF PROSPERITY AND RESILIENCE

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

KEY PARTNERS

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

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

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

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

Strategic Objective – Continue to develop strong and resilient communities.

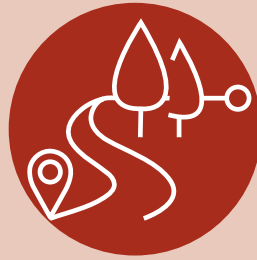
Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
5.5	We will support employers in meeting their workforce needs, implement initiatives to attract new residents and workers, and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

Strategic Objective – Promote and grow tourism across the region.

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

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

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



CONNECTED COMMUNITIES

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

KEY PARTNERS

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

Strategic Objective - Advocate for and facilitate reliable communications infrastructure.

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

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

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

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

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

Strategic Objective - Advocate for improved public transport.

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

Strategic Objective - Enable commercial transport and connection opportunities.

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



TOMORROW'S TECHNOLOGIES

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

KEY PARTNERS

NSW Environment Protection Authority
NSW Department of Primary Industries
Riverina and Murray Joint Organisation (RAMJO)

NSW Department of Planning and Environment

Western Murray Land Improvement Group

CSIRO and other research organisations
Universities and Tafe

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

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

Strategic Objective – Explore technologies to forecast possible future opportunities.

Code	Project or Program of works	Deliver, Partner, Advocate	Performance Measure	Responsible Business Unit	Year 1 (2025-26)	Year 2 (2026-27)	Year 3 (2027-28)	Year 4 (2028-29)
7.4	Access various data sources and utilise the information for analysis and decision making. Share this data with stakeholders where possible. Monitor various data sources to identify emerging technologies and assess viable use cases for Council as well as the wider region.							
7.4.1	Increase in monitoring and communication of emerging technologies to our communities and businesses.	Deliver, Partner, Advocate	Information on emerging technologies is included in community and economic development communications (e.g. newsletters) at least twice per year.	Community Economic Development Directorate	✓	✓	✓	✓
7.4.2		Deliver,	Subscriptions to relevant consumer-data gathering platforms established, with data used to inform decision-making, planning, execution, and evaluation of projects.	Community Economic Development Directorate	✓	✓	✓	✓

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

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

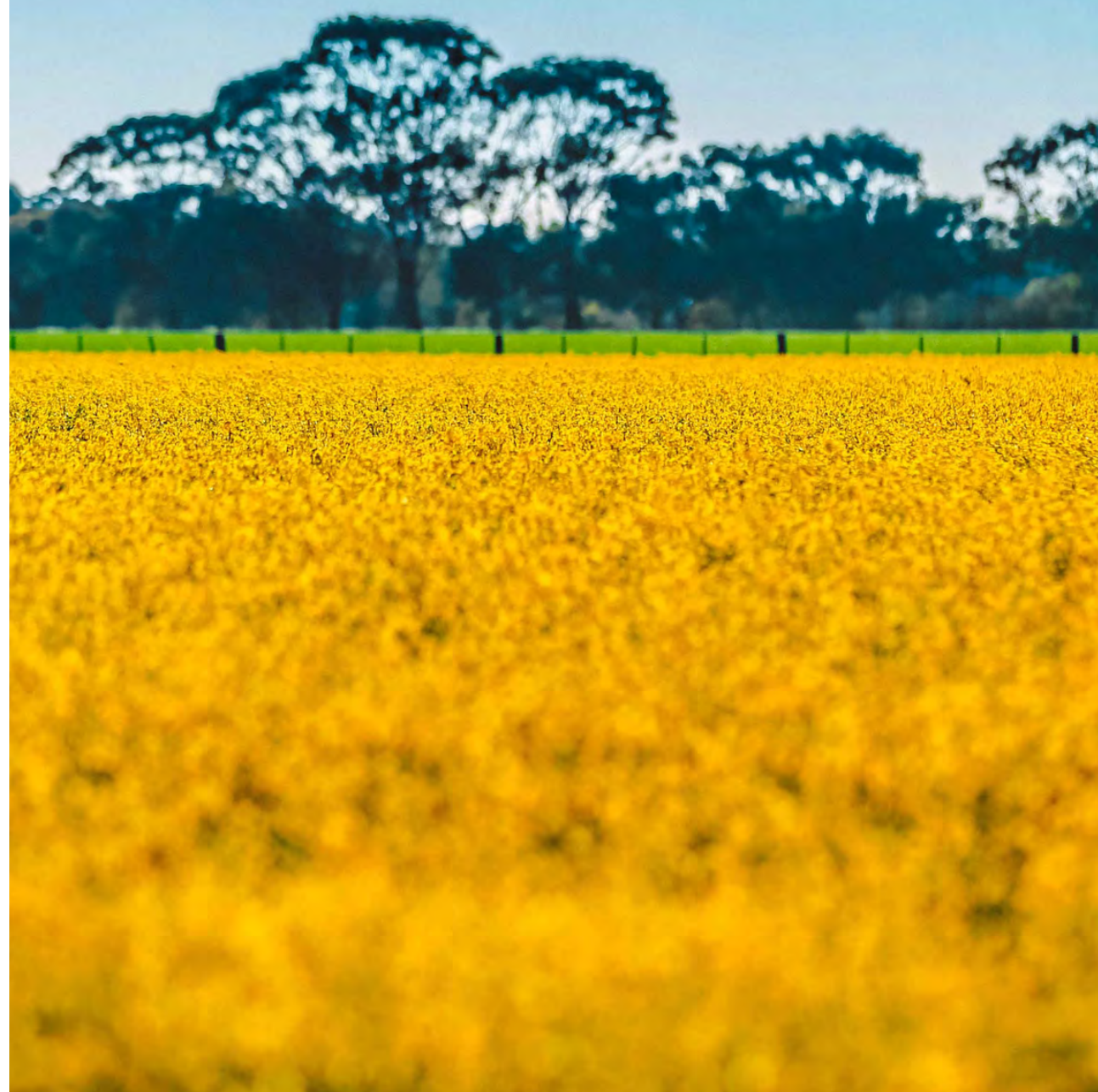


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Monthly Operational Report – February 2025

Civic Office

PART A: Section Accountabilities and Team Roles

CEO	Chief People Officer	Manager Community Engagement	Chief Legal Council
<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&R Framework.</p> <p>Economic Development: Strategize 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 & 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">Recruitment and selection of all staff.Retention of valuable employees.Training, development, and education to promote individual success and increase the contribution to MRC of all employees.Succession PlanningA safe and healthful working environment.Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.Resources for administering compensation, benefits, policies, and procedures.All aspects of performance managementHR data and metrics	<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>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 & monitor policy and procedures including advice, training, templates and support services for both Procurement & 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>

murray river council

Monthly Operational Report – February 2025

Civic Office

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

0%

20%

80%

Green

Amber

Red

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						
				1	2	3	4							
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 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.	●					

	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).	●
Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community)								
4.5 – Indigenous Recognition								
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. Council has been engaging with Mr. Rowan Jayasuriya, COO Chief Operating Officer & 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>(Rowan has since resigned. Communications to recommence.)</i>	●
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)	Deliver, Partner, Advocate	(DP 6.6.1) Develop a Public Transport Strategy for our communities to become interconnected.	B: DCED P: O:		✓	✓		
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.								
7.4 – Improve Housing Affordability								
Advocate for changes to BCA and Australian Standards to Permit 3D printed dwellings. (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).	
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities								
7.5 – Enable Smart Agriculture								
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. Telstra and the NBN have been successful in receiving grants for telecommunication improves across the council area in multiple locations. Both entities presented to the council on the 9 th of April.	●
Theme 7 – Goal 4 – Monitor and assess emerging global technology trends								
7.12 – Be prepared to leverage emerging technologies for Economic & Community Development								
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. 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.	●
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			✓		

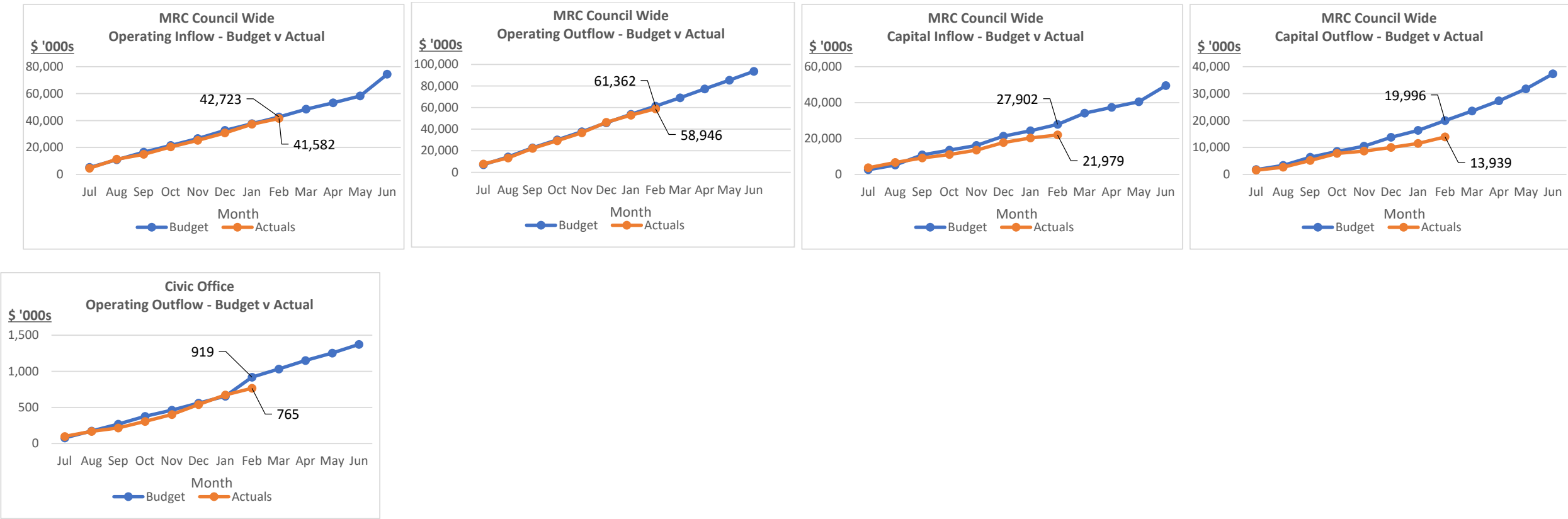
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Monthly Operational Report – February 2025

Civic Office

	Deliver	(DP 7.12.3) Develop a Promotion and Advocacy Strategy for Autonomous Vehicles to deliver when required	B: CEO O:MPFS			✓	✓		
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PART C: Financial Outcomes



PART D: Project Status

The Administration is pushing on with the Service Reviews which once finalised will be reported for council to consider.

PART E: Business as Usual

PART F: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

murray river council

Monthly Operational Report – February 2025

Community Engagement and Communication

PART A: Section Accountabilities and Team Roles

Manager Community Engagement	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 & 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 <table><tr><th>SBPO</th><th>Accountability</th></tr><tr><td>B</td><td>Community Strategic Plan</td></tr><tr><td>B</td><td>External Communications Development & Management</td></tr><tr><td>B</td><td>Internal Communication</td></tr><tr><td>B</td><td>Council Branding & Corporate Image</td></tr><tr><td>B</td><td>Community Engagement</td></tr><tr><td>B</td><td>Website and Intranet</td></tr><tr><td>B</td><td>Social Media</td></tr><tr><td>B</td><td>Community Education</td></tr><tr><td>P</td><td>Stakeholder Engagement for Strategic Planning</td></tr><tr><td>P</td><td>Social Media Development</td></tr><tr><td>P</td><td>Community Engagement</td></tr><tr><td>P</td><td>Community Education</td></tr><tr><td>O</td><td>Your Say Website</td></tr><tr><td>O</td><td>Community Strategic Plan</td></tr><tr><td>O</td><td>MRC Community Stakeholder Engagement</td></tr><tr><td>O</td><td>Community Education</td></tr></table>	SBPO	Accountability	B	Community Strategic Plan	B	External Communications Development & Management	B	Internal Communication	B	Council Branding & Corporate Image	B	Community Engagement	B	Website and Intranet	B	Social Media	B	Community Education	P	Stakeholder Engagement for Strategic Planning	P	Social Media Development	P	Community Engagement	P	Community Education	O	Your Say Website	O	Community Strategic Plan	O	MRC Community Stakeholder Engagement	O	Community Education	Accountabilities <table><tr><th>SBPO</th><th>Accountability</th></tr><tr><td>P</td><td>External Communications</td></tr><tr><td>P</td><td>Website Development</td></tr><tr><td>P</td><td>Election Communications</td></tr><tr><td>P</td><td>Branding and Corporate Image</td></tr><tr><td>P</td><td>Internal Communications</td></tr><tr><td>O</td><td>Corporate Advertising</td></tr><tr><td>O</td><td>Council Branding and Corporate Image</td></tr><tr><td>O</td><td>Internal Communication</td></tr><tr><td>O</td><td>External Written Communication</td></tr><tr><td>O</td><td>Community Newsletter</td></tr><tr><td>O</td><td>Council Publications internal printing services</td></tr><tr><td>O</td><td>MRC Social Media</td></tr><tr><td>O</td><td>MRC Media Management</td></tr><tr><td>O</td><td>MRC Website</td></tr></table>	SBPO	Accountability	P	External Communications	P	Website Development	P	Election Communications	P	Branding and Corporate Image	P	Internal Communications	O	Corporate Advertising	O	Council Branding and Corporate Image	O	Internal Communication	O	External Written Communication	O	Community Newsletter	O	Council Publications internal printing services	O	MRC Social Media	O	MRC Media Management	O	MRC Website
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Monthly Operational Report – February 2025

Community Engagement and Communication

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%

100%

Green

Amber

Red

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	<div> <div></div> <div></div> <div></div> </div>
				1	2	3	4		
Theme 1 – Goal 4 - Increased awareness and education for environmental sustainability 1.8 – Develop an education program focusing on Council Services									
Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities. (S CEO)	Deliver, Partner	(DP 1.8.1) Develop an education program focusing on Council service <ul style="list-style-type: none"> Sustainability Rare and Endangered species 	B: MCE P: MCE O: MCE		✓	✓	✓		
	Deliver, Partner	(DP 1.8.2) Develop an education program focusing on Council service <ul style="list-style-type: none"> Water efficiency, Water Security and impacts on source water 	B: MCE P: MWS O: MCE	✓	✓	✓	✓	Aug – ongoing issues with program used to issue water leak notices. Oct – issues ongoing Nov – 28 letters sent Dec - Moama Preschool request for early 2025 session water efficiency Jan – 30 leak letter sent <i>Feb – 35 Leak Letters Sent, Moama Preschool Whizzy the Water Drop education sessions (8 sessions completed) – very well received</i>	<div></div>
	Deliver	(DP 1.8.3) Develop an education program focusing on Council service <ul style="list-style-type: none"> Sewer systems 	B: MCE P: MWS O: MCE				✓		
	Deliver	(DP 1.8.4) Develop an education program focusing on Council service <ul style="list-style-type: none"> FOGO, Waste and Recycling 	B: MCE P: MWC O: MCE	✓	✓	✓	✓	July - What Waste Goes Where presented to Goodstart Moama Preschool program – well recieved. Aug – Mathoura Public School enquiry for Waste Education Session – passed onto Petaurus Group to follow up as per HalvesWaste Contract. Dec – InterReach Family Day Care Moama – What Waste Goes Where? Session was well received. Moama Preschool request for early 2025 session. <i>Feb – Moama Preschool What Waste Goes Where education sessions (8 sessions completed) – very well received</i>	<div></div>
	Deliver	(DP 1.8.5) Develop an education program focusing on Council service <ul style="list-style-type: none"> Illegal activities 	B: MCE P: MWC O: MCE	✓	✓	✓	✓	Oct - Fire Hazard reduction program has begun Nov – ongoing advice provided to community Dec - Moama Preschool request for early 2025 – Glitter Bugs <i>Feb – Moama Preschool Glitter Bugs education sessions undertaken (6 sessions complet) – well received.</i>	<div></div>
	Deliver, Partner	(DP 1.8.6) Develop an education program focusing on Council service <ul style="list-style-type: none"> Weeds and biosecurity 	B: MCE P: PGOSB O: MCE	✓	✓	✓	✓		
	Deliver	(DP 1.8.7) Develop an education program focusing on Council service <ul style="list-style-type: none"> Geospatial 	B: MCE P: MSA O: MCE				✓		
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers 2.6 – Improve externally provided information and communication.									
Further develop and enhance public communication materials. (S CEO)	Deliver	(DP 2.6.1) Update and improve external community information pathways including <ul style="list-style-type: none"> Website and online webforms Your Say Portal Use community noticeboards 	B: MCE P: CC O: MCE	✓	✓	✓	✓	Mobile Library is off the road until further notice. <i>Snap Send Solve project has progressed. Refer MOR13 for further information.</i>	

murray river council

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Community Engagement and Communication

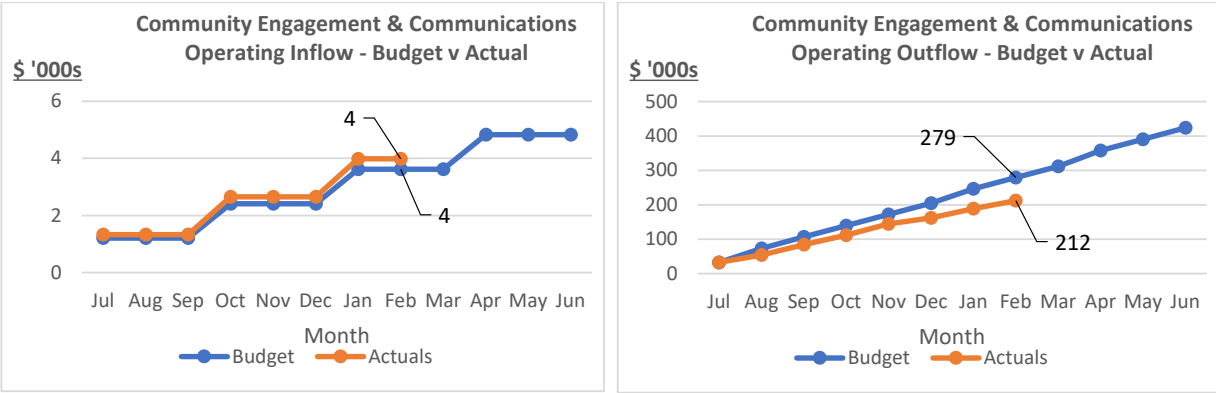
		<div><div>- Mobile library</div><div>- Increase online and offline event frequency to communicate and drive outcomes</div><div>- Snap Send Solve</div><div>- Continue digitisation of externally available services</div></div>							
	Deliver	(DP 2.6.2) Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council’s Community Engagement Framework)	B: MCE P: CC O: MCE	✓	✓	✓	✓		
	Deliver	(DP 2.6.5) Upgrades to the MRC website to include <div><div>- Web-based payment options</div><div>- Interactive mapping of foot and cycle paths</div><div>- Community directory</div><div>- Move to more paperless documentation (online signing/ portal)</div></div>	B: MCE P: CC O: CC		✓	✓	✓		
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 2.8 – Community and Council collaboration									
Increased interaction with Communities. (S CEO)	Deliver	(DP 2.8.1.) Review and update Councils Community Engagement Framework. <div><div>- Plan to increase face to face engagement with communities</div><div>- Provide updates on CSP and Delivery Program implementation</div><div>- Council meetings being held in various locations across the region</div><div>- Meet the Council events (staff and councillors).</div></div>	B: MCE P: MCE O: MCE	✓	✓	✓	✓		
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 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	✓	✓	✓	✓	Dec – Community Engagement Strategy reviewed and provided to Council for endorsement.	●
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder). 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 within Business Units to look at options for engagement and ensuring ease of implementation.	●

murray river council

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Community Engagement and Communication

PART C: Financial Outcomes



PART D: Project Status

Working Towards a Sustainable MRC
Over the past two years we have been investing large amounts of time and effort into creating a more sustainable MRC. Our initial focus was based on furthering the outcomes of the Revenue Task Force and Land and Buildings Asset Rationalisation Projects. Many of the projects are now underway so our focus is changing to continue to look at our services, our assets and avenues to increase income over the longer term. This project has encompassed many elements of our day to day business and will continue to develop over the coming months and years.

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.
February 2024 – further investigation on alignment of projects across the business.
March 2024 – Parks and Open Spaces Service Delivery Plan draft developed, teams are trialling before incorporation into the Parks and Open Space Strategy. Ongoing development of the Building Strategy, development of Planning Proposal for reclassification of Land Status has begun.
April 2024 – ongoing development of Parks and Open Space Strategy, Building Strategy and Planning Proposals for reclassification of Land
May 2024 – release of draft Parks and Open Space Strategy and Buildings Strategy for public consultation. Planning Proposals for land reclassification was approved at the Council meeting to progress the process with DPHI. This process will include an independent Public Hearing process in coming months.
June 2024 – Community petitioned Council to revoke the surplus land planning proposal. This was upheld and removed at the June Council meeting. Leading to the initialisation of the SRV process.
August 2024- updated Your Say project page with fresh info on what we had done to date under the ‘Sustainable MRC’ project, and any potential future actions. Now awaiting further direction on the overall project, including timelines.
October 2024 – Public notification period relating to the land reclassification Planning Proposal for Drainage Basins. Public Hearing’s will occur during November.
November 2024 – Public Hearing relating to the Land reclassification - Drainage Basins, was undertaken and the independent report was provided and placed on display within the timeline requirements. A report will be provided to Council in early 2025.
January 2025 – Drainage Basin reclassification was carried allowing for the land to be classified. RESOLUTION 070125 - UPDATE - PLANNING PROPOSAL PP-2024-1477 RECLASSIFICATION OF 22 SITES IN BARHAM AND MOAMA FROM 'COMMUNITY' TO 'OPERATIONAL' LAND - DRAINAGE RESERVES.

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.

murray river council

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Community Engagement and Communication

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.

June 2024 – Mayoral Minute - ADMINISTRATIVE ARRANGEMENTS TO APPLY TO THE INDEPENDENT PRICING AND REGULATORY TRIBUNAL (IPART) FOR A SPECIAL RATES VARIATION. RESOLUTION 050624 - Moved: Cr Frank Crawley. That Murray River Council (MRC) resolve to instruct the Chief Executive Officer (CEO) to commence administrative arrangements from February 2025 to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rates Variation In Favour: CARRIED Crs Frank Crawley, Neil Gorey, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise Against: Nil

August 2024 – Project has been slowly regaining momentum with a new project manager appointed from CT Management. Information gathering has begun.

September 2024 - Documentation has been requested to be produced to assist in the development of further background information and financial preparations.

October 2024 – Teams have been working behind the scenes to provide background information.

November – December 2024 – teams have been continuing to provide background information.

January 2025 – NOTICE OF MOTION - THAT RESOLUTION 050624 IS REVISITED AT THE 28 JANUARY 2025 COUNCIL MEETING FOR DEBATE WITH THE VIEW TO RESCIND - RESOLUTION 320125 - Decision was carried at the January 2025 Council meeting to cease all investigations into an SRV. All current and future works have now ceased from a communications perspective.

Website update

To support MRC’s growing online presence and the transition to self-serve options (applications and permits) via TechOne’s Customer Portal, our corporate website will undergo review to ensure information is easy to find and navigate. There will be a particular focus on permits and applications, and the supporting information around this. This will then be followed by a general sweep of the site to make necessary improvements. The look and feel of the site will stay the same.

July 2024- No major action due to other workload. Finalised architecture of the site with regards to the new applications (“what-goes-where”)

August/September- all draft content developed ready to create pages when the applications move online. This covers:

- What application is for
- Things to consider before you start (i.e you need your public liability or Lot/DP etc)
- A quick guide on how to step through the application online

October: Still waiting on applications to be finalised in TechOne with relevant officers before finalising the content and building the pages on the web.

Nov/December: Commenced creation of application pages in back-end of website.

January: Web pages for each application and links to new customer portal all in draft stage ready for go live in March (?). Pages have been set up with instructions prior to commencing the applications via the portal to aid the experience of the user. ‘Planning and Building’ section of the site will still undergo review after the applications go live. All other areas have been reviewed and updated by business units as needed.

February: as above. Ready to go live on 17 March with links to online applications (customer portal Tech One).

PART E: Business as Usual

Campaigns run during the month	Comments	
Campaigns (currently updated with Feb data)	<ul style="list-style-type: none">• Roadworks – Cobb and Beer Road update, Swan Hill Bridge and surrounds, Centre road, Lawson Drive, Thyra Road, Barham Bridge works, Barham Road, Kyalite Road,• Bridge Lifts - Swan Hill, Barham,• Customer Service – MVBC temp closure,• Water Services - Leak Detection program to begin<ul style="list-style-type: none">- Interruptions to filtered water supply – Western Wakool, Barham,- Interruptions to raw water supply – Koraleigh, Moama (Winbi, Perricoota Run, Dhungala Estate, Lakeview Estate, Merool Lane and surrounds.), Tooleybuc,• Positions Vacant – Work Health and Safety Coordinator, Finance Officer, Water and Wast water Technician, Business Unit Support Officer (Eco Dev and Tourism), Trainee Water and Wastewater Technician (x2), Workshop Mechanic Moulamein, Technical Services Officer (x2)• Council meeting summary, Council meeting Live Stream and recordings for viewing later• Rates instalments due	<ul style="list-style-type: none">• Parks & Biosecurity – Moama Wharf closed due to damage, War Memorial Toilets upgrades, Moulamein Netball Courts drainage works, Time out zone Moama dog park temp closure,• Compliance –, HomeSafID registry closure,• Waste – Moama Return and Earn Depot being down your items, Moama Return and Earn temporary closure,• Environmental Health – Mosquito-borne viruses• Invitations – MRC International Women’s Day, Ageing Persons Information Expo• Local businesses are invited to find out more about opportunities to tender for work on the NSW Government’s SDLAM Acceleration water infrastructure project• Accident – Perricoota Road• Calder highway upcoming closure• Services Aust bus visiting – Tooleybuc, Barham, Wakool.• Moulamein Flood Mitigation Infrastructure Upgrade• Grants Guy Roadshow
Proactive Media Outreach (media releases / interviews / advertisements / social media posts)	<ul style="list-style-type: none">• 50 social media posts• 2 fortnightly press features• 10 media releases	
MRC website	Covering period: 1-28 February, 2025 Users: 4,899 Average engagement time of users: 1min Total overall page views: 18,845 Top 10 ranked page views for the months:	

Your Say Murray River Page Views v Projects live

Month	Total Visits	Projects Live
July	3355	10
August	2694	10
September	2307	11
October	983	7
November	619	8
December	577	7
January	1325	9
February	627	8
March		
April		
May		
June		

Escalated Customer Service Reconciliations to CEO level



The Community Strategic Plan was adopted in February. Education sessions at Moama Preschool for Glitter Bugs, What Waste Goes Where and Whizzy the Water Drop (Water efficiency) were well received.

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Legal and Procurement

PART A: Section Accountabilities and Team Roles

Chief Legal Counsel	Manager Commercial, Plant and Property																																																																																																																																																									
<p>Provide legal advice to the organisation, including procurement and property advice, leasing and contract document review and preparation and contract management and general compliance advice.</p> <p>Ensure compliance with legislative requirements in Property and Procurement. 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). Maintain Council’s procurement document template suite.</p> <p>Provide oversight for Internal procurement probity and audit. Manage supplier relationships. Provide advice/negotiate commercial leases and associated issues on behalf of Council where appropriate. Manage the annual capital and operational budgets for Property and Procurement.</p> <p>Oversee the functions of the Manager Commercial, Plant and Property, including fleet acquisition, disposal and management, fleet and property project budget management and property acquisition and disposal, as well as maintenance of Council’s lease and licence register and preparation and negotiation of lease and licence agreements to which Council is a party.</p>	<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.</p> <p>Provide a delivery and maintenance service for council’s light vehicles.</p> <p>Manage Council’s Lease and Licence Register. Provide advice/negotiate commercial leases and associated issues on behalf of Council where appropriate. Manage lease and licence documentation for new agreements. Manage lease functions including renewals, reviews and contract issues. Manage Crown land lease and licence queries and ongoing lease and licence management. Manage land acquisition and disposal transactions in line with policy and legislative requirements.</p>																																																																																																																																																									
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murray river council

Monthly Operational Report – February 2025

Legal and Procurement

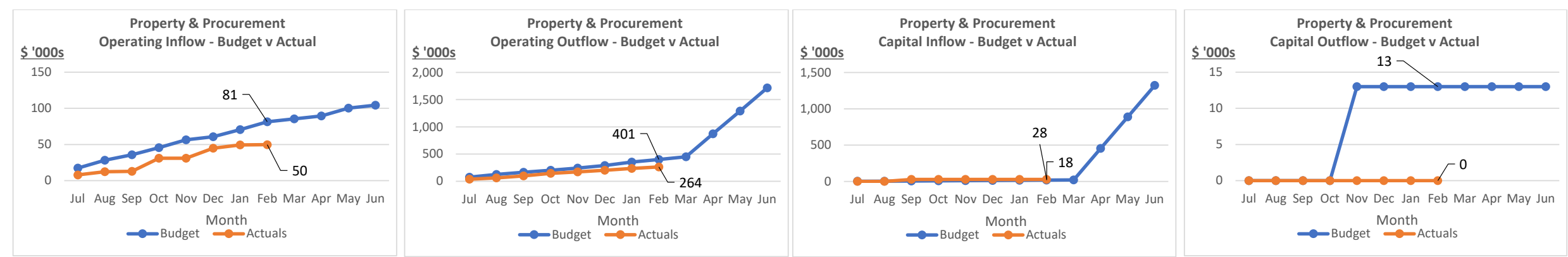
PART B:

4 Year Delivery Program and 1 Year Operational Plan

The Procurement and Property Unit relates to: Procurement and Property/Leasing functions. The Chief Executive Officer directly oversees the delivery of these outcomes. This section has no direct deliverable outcomes under the 2022-2026 Delivery Program, being a day-to-day operational function. This Business Unit will contribute to other MOR reports as required.

PART C:

Financial Outcomes



The financial outcomes to be realised with the implementation of VendorPanel include (indirectly) less wasted expenditure in staff time administering procurement activities and direct cost savings and reduced wasted expenditure through ensuring that more competitive sourcing activities are undertaken.

The Leasing module will assist in ensuring MRC receives the optimal return to which it is entitled under its leases and licences.

In QBR 1, there were some significant discrepancies between budgeted and actual figures as follows:

- Unfavourable capital revenue variance of 98% (\$1,143,262). This revenue item was included to allow for anticipated proceeds of sale from a number of properties Council had listed on the open market at the time. Since that time, the rationalisation project led by Chris Godfrey has been deprioritised. As such, a sale of the relevant properties may be unlikely and the capital budget requires amendment accordingly.
- Unfavourable operating revenue variance of 86% (\$196,153.42) due to lease revenue in the original budget being significantly higher than in reality. This is due to lease revenues for caravan parks, the abbatoir and pre-school being doubled up in both the property management area and the departments to which they relate. This has been rectified in QBR1 and should not cause a variance going forward.
- Favourable operating expense variance of 60% (\$217,885.04), mostly made up of nil cost of assets sold (for the reasons given in dot point one above), as well as lower legal, marketing and consultant spend than anticipated.

PART D:

Project Status

Vendor software platform for market approach activities (sourcing of suppliers) is being configured for MRC use. Intended roll-out date is prior to the Christmas closure period. Key/high volume users (purchasing staff) will be trained first, with other users to follow.

Leasing module (Compliance) in Ci Anywhere is configured and is currently being tested for use by other MRC business units (Development Services, Compliance – Rangers, EHO etc). Training and official system roll out has been delayed as a result of supplier resourcing issues and other factors, with the estimated go live date now rescheduled to March 2025.

Contract Management module has been configured in Ci Anywhere – requires further testing and config work (as well as custom reports created) before we prepare to roll out to the organisation and transfer current data.

Procurement Lead position closed for applications on 1 November 2024, with interviews taking place in the week beginning 11 November 2024. This position was created in response to an identified need to address and prevent procurement compliance issues and move to a more strategic procurement approach across the organisation to drive greater value for money in future purchasing and reduce unnecessary spend. The role will be integral to the Procurement Policy and Procedure review process, as well as the VendorPanel system and contract module implementation stages, to allow Council to establish a centre-led, rather than decentralised procurement function, which increases visibility over the organisation’s activities, standardises process across the business and minimises risk.

PART E:

Business as Usual

Procurement compliance issues are being investigated on an ongoing basis. It is envisaged that with an updated policy and procedures underpinning the policy (through the use of streamlined and centralised systems and documentation), compliance will be increased across the organisation.

murray river council

Monthly Operational Report – February 2025

Legal and Procurement

Lease register is still a work in progress. Green Cloud Consulting are working on incorporating it into the Compliance module of Tech One – in the interim, process is all manual (Excel spreadsheet), meaning it is inefficient, may be duplicated and prone to human error.

Internal Legal request system is working well, providing an ability to track the status of current matters. Staff adoption of the process has been excellent.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>	
Risk Management				
Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>
14.08.2024	No effective system for managing rent review and renewal dates on leases and licences – not recovering full rental we are due. Lease register not kept updated.	No centralised system for managing these – spreadsheets kept by finance and property.	Reconciliation of finance and property info, payments to be brought up to date. Once the TechOne compliance module is rolled out, it is hoped key dates and payments will be better managed and the communication gap will be closed.	<div><div></div><div></div><div></div></div>
08.01.2025	Properties occupied with our knowledge, without sufficient documentation in place. Risk of incident occurring and MRC bearing liability	Resourcing limitations – volume of lease and licence requests to work through. No register – relying on staff notification on becoming aware of each one.	Documentation will be put in place for any properties of which we become aware are occupied without an agreement. Some agreements have been completed, with others still to be put in place. Quarries are a risk – Chris is working through these and will close out those no longer in use and formalise agreements with those in operation, where an agreement does not exist.	<div><div></div><div></div><div></div></div>
11.11.2024	No contract management system – lack of sufficient spend and variation management, visibility over contract status for whole organisation and no single source of truth. Inefficiencies in documentation/data handling. No ability to properly report to ELT. GIPA register difficult to manage appropriately as result.	We do not have a good idea of all current contracts we have or the activities relevant to those contracts. Contracts are not properly closed out and contract owners lose sight of key dates etc.	Contract Management system and framework to be implemented per internal audit recommendations. The CiA contracts module was partially configured some time ago. This requires review and potentially some additional config before it is rolled out. The Procurement Lead position will be charged with taking this project on subject to capacity.	<div><div></div><div></div><div></div></div>
08.01.2025	Cumulative spend across a number of business units for certain services/suppliers. Panel arrangements needed to ensure transparency and compliance with procurement policy, and allow for some certainty as to rates.	Nil.	Review of relevant services has been undertaken. Public tenders to be carried out in early 2025 for key services requiring longer term contract arrangements. The Procurement Lead role will assist relevant business units in formulating documents for tender and a number of these are in progress.	<div><div></div><div></div><div></div></div>
08.01.2025	Procurement Policy to be reviewed – needs to incorporate modern slavery requirements so we meet our legislative obligations.	Nil.	Procurement policy review is in progress. Proposed policy to be put to Council in early 2025.	<div><div></div><div></div><div></div></div>
08.01.2025	Compliance issues – lack of compliance with procurement policy requirements. Invoices given prior to purchase order, threshold quotation requirements not met, no evidence of the process recorded in Ci Anywhere.	VendorPanel is currently being configured. The system is one we currently use and are in the process of upgrading to increase compliance and streamline the process for sourcing suppliers. The dashboard will also provide a snapshot for Procurement of all purchasing activities (RFQ/RFT) across the organisation for a full audit trail.	Weekly stand-up meetings with the supplier, currently working through system configuration. Will need to run key user training sessions and supplier sessions but are otherwise on track to implement in Q3.	<div><div></div><div></div><div></div></div>
08.01.2025	Lack of understanding of probity requirements and best practice in local government procurement – particularly where staff are new to the LG environment. Leads to inadvertent non-compliance.	Policy and procedure are available however training is required to ensure staff understand roles and responsibilities.	Initial training and refresher training material to be developed and implemented. Suggest refresher training every 2 years. A very brief refresher session was held during the all-staff training day, which will be built upon with future training content. A contract management session was held with those managing contracts (particularly in the construction area), which was well received. Further online training options will be investigated as an interim, immediate solution before content is developed for ongoing training.	<div><div></div><div></div><div></div></div>

murray river council

Monthly Operational Report – February 2025

Legal and Procurement

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Procurement compliance remains a very high risk, as does Council’s ineffective current contract management system. Historically, this can be attributed to a lack of systems which support and demand the procurement policy requirements being met, lack of purchasing staff understanding of the requirements and lack of disciplinary action where staff fail to comply with policy requirements. The relevant risk mitigation measures are being taken, however as the issue is deeply systemic and developed over a long period of time, it is anticipated that it could take a significant period of time to properly manage the required change and alter Council’s purchasing culture. A contract management system will be implemented to centralise Council’s contract documents and data and assist contract owners to better manage contracts under their area of accountability. The implementation of VendorPanel will be reviewed intermittently once it is rolled out to the organisation, to assess its success in improving compliance and efficiency.

murray river council

Monthly Operational Report – February 2025

Commercial, Plant and Property

PART A: Section Accountabilities and Team Roles

Manager Plant, Fleet and Stores	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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murray river council

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Commercial, Plant and Property

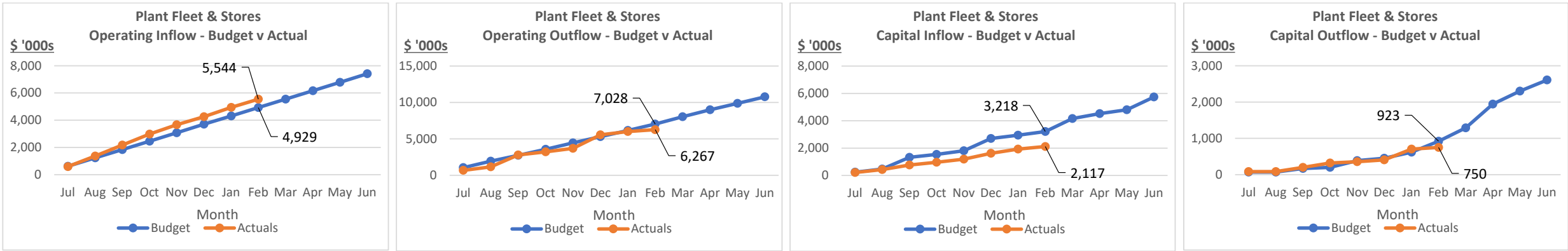
PART B:

4 Year Delivery Program and 1 Year Operational Plan

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div><div></div><div></div><div></div></div>
				1	2	3	4		
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.									
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 3.13.15) Assess open spaces and vacant land to identify assets excess to requirement for servicing the local Community needs and develop a program of works for their disposal.	Strategic Property/ Commercial Plant and Property	✓	✓	✓		Several open space assets in identified as excess to requirements and Council Report prepared and carried in May 2024 to begin process to reclassify and dispose/repurpose. Recission Motion for reclassification of all identified assets carried in June 2024 Council Meeting.	<div><div></div></div>
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
7.10 – Gradual retirement of vehicles with Internal Combustion Engines (ICE).									
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.	<div><div></div></div>

PART C:

Financial Outcomes



February fuel costs slightly in line with forecast.

Fleet asset charge rates revised in July to better reflect WOL costs. This has resulted in a substantial positive YTD variance against operating revenue. Revised rates expected to result in additional \$1.4M to Asset Replacement Reserve from October to June. This revision was to be reflected in the QBR3 process.

The timing of Capital Spend on significant items of plant, and associated trade-in revenue, has been delayed awaiting the results of the Maintenance Grading assessments completed in October. Full year capital replacement now expected to finish lower than budget levels with 1 significant asset purchase (Patching Truck for Moulamein Works team) to carry-over to the next budget year. This will be included in the 2025/26 Capital Replacement Plan. 2 Tipper Trucks have been quoted in February for ordering in March and the Road Broom for Moulamein was ordered in February, as per the Capital Replacement Plan.

murray river council

Monthly Operational Report – February 2025

Commercial, Plant and Property

PART D: Project status

Public Hearings completed on 14 November at Barham and 15 November at Moama for reclassification of 22 land parcels from Community to Operational to correct classification for drainage basins. Only one objection submitted during the process and will be considered in making final determination. 1 land parcel has been removed from the process. Council Report submitted in January with resolution obtained to continue with Gateway Determination to reclassify the remaining 21 lots. The final documents have been completed and submitted to NSW Department of Planning, Housing and Infrastructure for processing. Completion date for total reclassification process is to be no later than 1 April 2025, as per Gateway Determination.

Council resolved in January Council Meeting to proceed with the sale of the MRC-owned residential property at part 21 Morago Street, Moulamein using an Alternative Method of Disposal as identified in Council Policy No. POL-602 V#1. An independent Probity Officer was appointed and Edward River Gardens were invited to make an offer for the acquisition of the property. The offer was accepted and the public display of information, as required by the Policy, was completed. The completion of the public display period was 18 February 2025 and there were no objections received. The Subdivision process was also completed in February and Council resolved to sell the property to Edward River Gardens in the February Council Meeting. Contract of sale is currently being exchanged and settlement is expected by early April 2025.



Old Moama Preschool building will be offered for auction on March 15th as part of a Multi Auction through the local Real Estate Agent in an attempt to achieve the highest sale price.

The Moulamein Aerodrome sale is due to settle on 11 March.

murray river council

Monthly Operational Report – February 2025

Commercial, Plant and Property

PART E: Business as Usual



New Isuzu D-Max utility vehicle for Mathoura Transport team received 24 February 2025. This is the replacement vehicle for 2016 Toyota Hilux CG59RH which has been disposed.

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: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

murray river council

Monthly Operational Report – February 2025

People, WHS and Wellbeing

PART A: Section Accountabilities and Team Roles

Chief People Officer	People and Culture Coordinator	People and Culture Officer	Safety Coordinator & Safety Officer																																																																																																																																																																																																													
<p>The overall focus of People and Culture is not a thing we do in the business, it is the thing that runs our business. People and Culture- High Level focus areas:</p> <ul style="list-style-type: none">Recruitment and selection of all staff.Retention of valuable employees.Training, development, and education to promote individual success and increase the contribution to MRC of all employees.Succession PlanningA safe and healthy working environment.Inspiration and encouragement for a high level of employee engagement through recognition, effective communication, and constant feedback.Resources for administering compensation, benefits, policies, and procedures.All aspects of performance managementHR data and metrics	<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 People and Culture Coordinator in all aspects of Human Resources.</p>	<p>Maintain Work Health & 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 & Supervisors.</p>																																																																																																																																																																																																													
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If there is more than one person performing a role, they will undertake tasks to support the person holding the accountability.</p> <p>Accountabilities</p> <table><tr><th>Number</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>O</td><td>Onboarding and Induction</td></tr><tr><td></td><td>O</td><td>Return to Work and Claims Management</td></tr><tr><td></td><td>O</td><td>Traineeships and Cadetships</td></tr><tr><td></td><td>O</td><td>Workcover Reconciliations</td></tr><tr><td></td><td>O</td><td>Recruitment and Selection</td></tr><tr><td></td><td>O</td><td>Employee Relations</td></tr><tr><td></td><td>O</td><td>Reward and Recognition</td></tr><tr><td></td><td>O</td><td>Succession Planning</td></tr><tr><td></td><td>O</td><td>Staff Education Program</td></tr><tr><td></td><td>O</td><td>Staff Professional Registration Compliance/ Accreditation and Memberships</td></tr><tr><td></td><td>O</td><td>Remuneration Service</td></tr><tr><td></td><td>O</td><td>Training, Development and Mandatory Competencies</td></tr></table>	Number	SBPO	Accountability		O	Onboarding and Induction		O	Return to Work and Claims Management		O	Traineeships and Cadetships		O	Workcover Reconciliations		O	Recruitment and Selection		O	Employee Relations		O	Reward and Recognition		O	Succession Planning		O	Staff Education Program		O	Staff Professional Registration Compliance/ Accreditation and Memberships		O	Remuneration Service		O	Training, Development and Mandatory Competencies	<p>Accountabilities</p> <table><tr><th>Number</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>P</td><td>Work Health & Safety</td></tr><tr><td></td><td>O</td><td>Site Audits and Reporting</td></tr><tr><td></td><td>O</td><td>Safety Awareness Program</td></tr><tr><td></td><td>O</td><td>Work Health Program, Hearing Tests, Skin Checks, Immunisations etc</td></tr><tr><td></td><td>O</td><td>WHS Testing and Compliance</td></tr><tr><td></td><td>O</td><td>Internal Emergency Management</td></tr><tr><td></td><td>O</td><td>Maintenance of WHS Registers</td></tr><tr><td></td><td>O</td><td>Event Notification and Investigations</td></tr><tr><td></td><td>O</td><td>Health and Safety Training</td></tr></table>	Number	SBPO	Accountability		P	Work Health & Safety		O	Site Audits and Reporting		O	Safety Awareness Program		O	Work Health Program, Hearing Tests, Skin Checks, Immunisations etc		O	WHS Testing and Compliance		O	Internal Emergency Management		O	Maintenance of WHS Registers		O	Event Notification and Investigations		O	Health and Safety Training
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murray river council

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People, WHS and Wellbeing

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%

100%

Green

Amber

Red

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

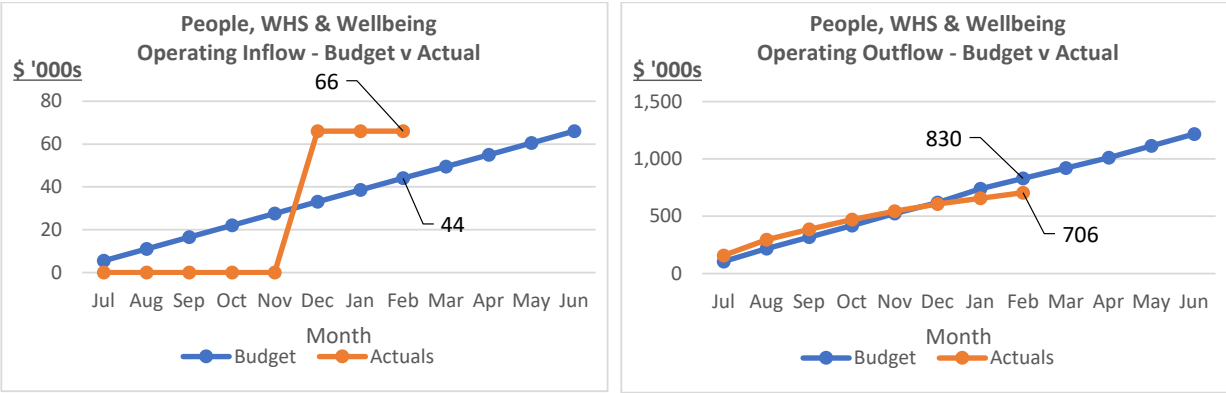
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div><div></div><div></div><div></div></div>					
				1	2	3	4							
Theme 2 – Goal 2 - Continue to be a trusted and ethical leader that leads by example														
2.5 – Leadership that is trusted, capable and collaborative														
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: CPO P: CPO O: CPO	✓	✓			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) Annual performance appraisal reviews underway – to ensure that they are consistent, add value and are streamlined across MRC. Values project also underway to ensure values are up to date and relevant.	<div><div></div></div>					
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).														
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: CPO 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.	<div><div></div></div>					
	Deliver	(DP 4.7.2) Actively recruit for specific roles within Council to service community demands and requirements	B: CPO 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.	<div><div></div></div>					
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).														
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: CPO P: O:	✓	✓	✓	✓	New pull up recruitment banners located at MVBC, Moama Office, MBC, Barham office, Barham Hub	<div><div></div></div>					
	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: CPO P: O:	✓	✓	✓	✓	<ul style="list-style-type: none">Partnership with MEGT has been completed to manage our Apprenticeship & Traineeships.2024 will see the commencement of 2 x School Based Apprenticeships – 1 x Moulamein and 1x Mathoura.Professional Development – Emerging Leaders Program to commence in May 2024Development of a Learning and Development Framework for all employees.Development of Ascening Manager's ProgramDevelopment of Leadership Framework	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>					

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People, WHS and Wellbeing

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 underway – with intention to go live within this FY.
- Training and Development – ongoing**
 - Ongoing - CPO has launhed Emerging Leaders program – completed in August – it was a great success.
 - Mental Health First Aid training to be rolled out in May / June across MRC
 - New policy and procedure has been drafted and is out for review.
 - Skills analysis for depot staff is underway – this will be ongoing into the seconfd part of the financial year.
 - Learning and Development Strategy to be developed.
 - Annual Training Plan to be developpeed
 - Managing Injures workers trainig for People Leaders was delivered on October 28 by StateCover
- Annual Performance Reviews**
 - Performance Reviews for all staff to be finalised.
 - Annual Performance reviews to be streamlined and to occur at the same time across the Organisation. ELT have endorsed the review and will pilot new process from October to December to ensure alignment with Local Government (State) Award and industry best practices.
 - The test group are currently trailing the revised template with their teams and will be providing feedback.
- Policy & Procedure Review**
 - Chief People Officer commenced review / rewrite of all HR policies and procedures.
 - Positive Workplace Behaviours (Bullying and Harassment) has been completed
 - Sexual Harassment Policy has been completed (this is in line with Positive Duty obligations)
 - Bystander Policy under has been completed.
 - Training and Development procedure under review and development.
 - Grievance Management Policy under review.
 - Psychological Safety Policy and Procedure to be written.
 - Remuneration System Procedure currently being reviewed
- WHS Document/Systems Reviews:**
 - WHS procedure development ongoing
- Project Murray 2023:**
 - Recruitment of the CFO, CIO, Financial Controller and the PMO are now finalised with appointments made. This is now considered to be closed.

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People, WHS and Wellbeing

- Employee Rewards and Recognition:**
- Review of current employee and recognition framework this is ongoing.
- People at Work Survey 2024:**
- Conducted the People at Work Survey – assessing the psychological hazards and risks that are relevant to MRC. 58% employee participation rate. Overall results were positive with some areas of concern that require a deeper dive. Focus Group currently being formed to work on recommendations.

PART E: Business as Usual

PART F: Service Metric

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
14/08/2024 – 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.	●
14/08/2024 – 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.. Develop an Employee Value Proposition. Develop HR Strategy	●

Date Updated	Risk Details	Required	Required Actions	
July 24	Internal WHS procedures	<ul style="list-style-type: none">Managing Psychosocial hazards Procedure	<ul style="list-style-type: none">Draft, Consult & implement Procedure into existing processes – Complete – awaiting approval	●
July 24	High Risk Construction	<ul style="list-style-type: none">Construction process and documentation of all works and projects - Infrastructure	<ul style="list-style-type: none">Develop Construction Safety Procedure – Complete – needs approvalDevelop Chain of Responsibility Procedure and process – Complete	● ●
July 24	Planning	<ul style="list-style-type: none">Develop departmental WHS Targets & Objectives	<ul style="list-style-type: none">Departments to create WHS targets and objectives for 24/25 – Complete	●
July 24	Worker risks	<ul style="list-style-type: none">Volunteers risk controls	<ul style="list-style-type: none">WHS Induction for Volunteers - draftedVolunteer induction checklist – draftedSupervision of Volunteers	● ● ●
July 24	Contractor Management	<ul style="list-style-type: none">Contractor Management Procedure and associated process and operations per department	<ul style="list-style-type: none">Review Contractor/Supplier register – Procurement/Tech One – System PlatformDevelop online Contractor WHS induction – WHS - DraftedDepartmental process for managing contractors – each department	● ● ●

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

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Monthly Operational Report – February 2025

Corporate Services Directorate

PART A: Director Accountabilities and Key Performance Indicators

Director Corporate Services	Accountabilities		Key Performance Indicator 2024/2025	Evidence/Comments	
<p>Provide required internal services to operational departments to enable the delivery of community services.</p> <p>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.</p> <p>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.</p>	SBPO	Accountability	In time for the 24/25 financial year manage the SRV process – in line with IPART	Council resolved not to proceed with an SRV.	<div><div></div><div></div><div></div></div> <div>n/a</div>
	S	Intergovernment Relations – CSD	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 since June 24. CEO & Mayor met with LG Minister to obtain support for a collaborative effort. Council resolution to this effect adopted. Process to be reset once new CEO is appointed.	<div><div></div><div></div><div></div></div> <div></div>
	S	Corporate Performance a& Reporting	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. Some data loads for assets remains in progress. 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. The go live date for this is set for March 1/2, 2025.	<div><div></div><div></div><div></div></div> <div></div>
	S	Light Motor Vehicle (White) Strategy			
	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	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 engaged with the Governance subcommittee of LG Professionals, NSW chapter. Working with RAMJO on energy initiatives.	<div><div></div><div></div><div></div></div> <div></div>
	B	Commercial Business	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.	<div><div></div><div></div><div></div></div> <div></div>
	B	Business Continuity			
	B	Financial Appraisals			
	B	Internal Audit			
	B	Legal Services			
	B	Corporate Performance & Management			

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Corporate Services Directorate

PART A: Section Accountabilities and Team Roles

Chief Information Officer	Manager Governance and Risk	Chief Financial Officer	Manager Strategic Assets
<p>Manage the of the information and communications infrastructure to enable the required connectivity and data exchange requirements.</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.</p> <p>Undertake custodianship of Council’s data including its security, analysis and use for decision making purposes.</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 & Risk Committee and the internal audit function of Council.</p> <p>Provide support & 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>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 & 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.</p> <p>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</p> <p>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.</p> <p>This assist Business Managers to work out what & 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>

murray river council

Monthly Operational Report – February 2025

Corporate Services Directorate

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%

33%

67%

Green

Amber

Red

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.

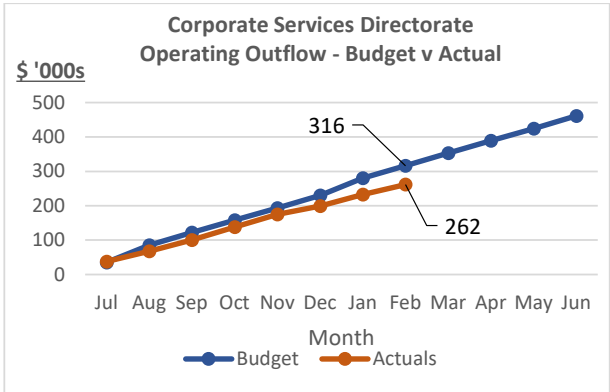
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div><div></div><div></div><div></div></div>					
				1	2	3	4							
Theme 1 – Goal 3 - Plan for the impacts of climate change														
1.7 – Environmental Sustainability Strategy														
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. Awaiting response to a grant application to install solar at these sites. A Power Purchase Agreement (PPA) has been entered into for a period of 8 years starting Jan 2025. The power sourced for this agreement will be predominantly renewable energy.	<div><div></div></div>					
Theme 2 – Goal 2 – Continue to be a trusted and ethical leader														
2.5 – Leadership that is trusted, capable and collaborative BAU														
Develop and implement a Corporate Strategy	Deliver	(DP 2.5.6) Scope, develop and deliver a Corporate Strategy.			✓	✓	✓	The revised Community Strategic Plan (CSP) is currently on public display. The 2024 – 2028 Delivery Program (DP) is in the final stages of being developed. A fresh strategic plan based on the revised CSP and DP will need to be compiled once the new CEO has been appointed.	<div><div></div></div>					
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.														
4.1 – Signage across Council														
Develop a program to identify, upgrade and renew signs across Council. (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. Other signage has been reviewed by the economic development team.	<div><div></div></div>					
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 DCS)	Deliver, Partner, Advocate	(DP 5.11.2) Work with neighbouring LGAs on implementing a shared services module	B: DCS P: O:	✓	✓	✓		Partnered with RAMJO in the Power Purchase process, resulting in an innovative and cost-effective procurement process and agreement. Partnering with Telstra to review the network architecture.	<div><div></div></div>					

murray river council

Monthly Operational Report – February 2025

Corporate Services Directorate

PART C: Financial Outcomes



PART D: Project Status

#	PROJECT	COMMENTS	
1	Energy Review	Application for solar Installation grant made, awaiting response.	
2	Cyber Security Review	Completed. Action Plan being developed. Investment requirements will be a significant factor.	
3	Sale of Mathoura Line Road Land	No clear prospect at present. Revised Option Strategy to be presented to Council.	
4	Technology One Implementation	P&R - Compliance & regulatory module implementation progressing with a delayed go-live date of March 2025.	

PART E: Business as Usual

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
	None		

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
10.01.22	Overall Financial Sustainability of Council	Cost side measureds incorporated intoth budget process Revenue side measues to be discussed with Councilors on an annual basis Advocacy on restoration of FAGs to 1% of GST	Work out and present to Councillors a budget for 2025/26	
10.01.22	Implementation of the Technology One system. Potential Time Delays and Cost Overruns. Technical Issues.	Project Management	P&R - Compliance & Regulatory Non-availability of TechOne consultants is causing some delays. Project Lifecycle Management Module has commenced	
13.02.23	Delays in Preparation of Financial Statements, Management Letter comments by Auditors	Chief Financial Officer brought in to address process issues.	Program of work being implemented.	
04.05.23	Cyber Security Risks	Basic defences around firewalls and motoring. Costs of expertise and resources to establish top end defence mechanisms. Human factor.	Review by external consultant completed. Work plan being developed.	

murray river council

Monthly Operational Report – February 2025

Corporate Services Directorate

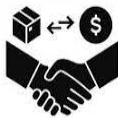
PART G:

Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)



Finance

- Preparations for 2024/25 audit underway
- Q2 budget review being completed
- Preparation for 2025/26 Budget underway
- Business & Process reviews being implemented



Procurement

- Implementation of Vendor Panel for managing external procurement processes underway.
- Improvements to TechOne procurement processes ongoing.



Governance

- ARIC Chair and one member have been appointed. Recruitment underway for second member.
- Procurement process for the Governance system underway; tender bids received and shortlisted, product demonstrations being planned.



ICT, Systems & Processes



- P&R - Compliance & Regulatory module implementation go-live scheduled for 1 March 2025. Some concerns around Planning Portal integration.
- Project Lifecycle Management module implementation underway
- HR module improvements underway

- A consolidated action plan combining the recommendations from the network and cybersecurity reviews being developed and will be incorporated into forward budgets.



Assets

- Revaluation for 24/25 being underway.
- Update of asset information into TechOne continues.
- Asset Management Plans are being updated.
- Revised capitalisation process being implemented.

- The Financial Sustainability of the Council remains the most significant risk for Council. Restoring the current operating 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.
- Significant work required to improve Cyber Security.
- No firm buyer for Mathoura Line Road land.
- Council Continues its automation Journey through the Implementation of the TechOne System.
- 2024/25 audit planning commenced.
- 2025/26 budget process commenced.
- New aerial photos uploaded into the GIS system.

murray river council

Monthly Operational Report – February 2025

Finance

PART A: Section Accountabilities and Team Roles

Chief Financial Officer	Management Accountant	Financial Controller	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 & 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 COO 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 COO 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 & 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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murray river council

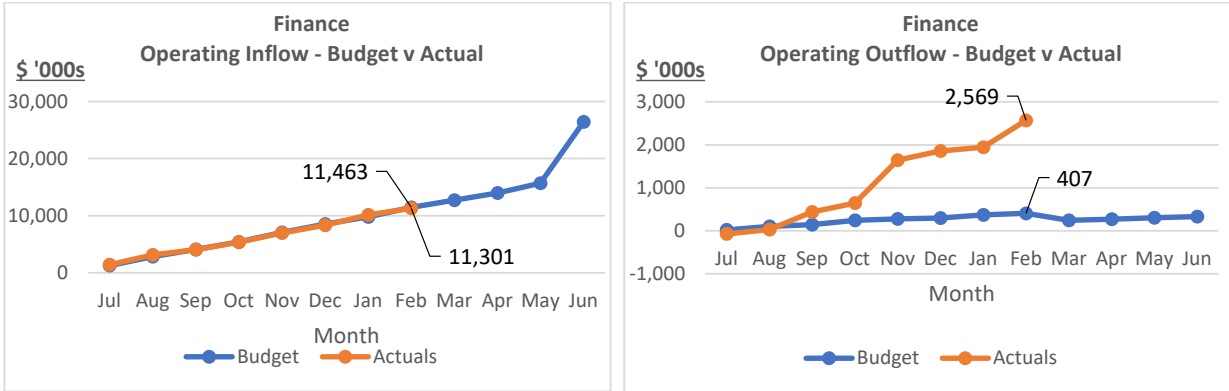
Monthly Operational Report – February 2025

Finance

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

Date Updated	Project	Comments	
February 2025	2024-25 Financial Statements	Audit Office - Audit plan has been developed and was presented to the ARIC committee meeting on the 3 March 2025	●●●
February 2025	2024-2025 Annual Rates & Charges Notices	Notices were issued 31 July 2024, and third instalment was due for payment by 28 February 2025.	●●●
February 2025	November 2024 to February 2025 Water Notices	Notices were issued March/April 2025	●●●

PART E:Business as Usual

- The 2024-25 Budget 2nd Quarter Review has been issued to Managers and was presented at the February 2025 Council Meeting.
- The 2025-26 Budget is underway and are currently being completed by budget officers.
- The 2024-25 Audit Office - Audit Plan was developed and was presented to the ARIC meeting on the 3 March 2025.
- The 2024-25 Interim audit being conducted by our external auditors commences 24 March 2025.
- Vacant Finance Officer Position has been advertised and closes on 20 February 2025. This is a critical role that support the Finance Controller to complete reporting, audit and backup to Account Payable/Receivable. Interviews have been completed, and the panel are currently assessing the preferred candidate.

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	
February 2025	Availability of Finance Resources	The restructure of the Finance team as caused some disruptions. Recruitment for CFO, FC and MA now completed, currently advertising for Finance Officer.	Chief Financial Officer (CFO), Financial Controller (FC) and Management Accountant (MA), Financial Officer have all commenced in their roles. Vacant Finance Officer Position has been advertised and closes on 20 February 2025. This is a critical role that support the Finance Controller to complete reporting, audit and backup to Account Payable/Receivable. Interviews have been completed, and the panel are currently assessing the preferred candidate.	●●●

murray river council

Monthly Operational Report – February 2025

Finance

			Funding applications for round 1 have been submitted to the OLG for two finance trainees under their new funding initiatives. Council was not successfully in obtaining a placement in for a finance trainee in round 1. Round 2 will be open for applications mid-March, it intended that Finance will being applying for three trainees this round and we are hopefully that we will be successful. The funding is over two year and fully funded by OLG. Finance is looking at this as an opportunity to grow our own and give trainees the opportunity to apply for any vacancies within in finance team in the future.	<div></div>
October 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. There has been no impact due the change in contract auditors.	<div></div>

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

- The 2025-26 Budget is underway and are currently being completed by budget officers. All operational and capital expenditure is due back to Finance by 14 February 2025
- The 2024-25 Interim audit being conducted by our external auditors commences 24 March 2025.
- Vacant Finance Officer Position has been advertised and closes on 20 February 2025. This is a critical role that support the Finance Controller to complete reporting, audit and backup to Account Payable/Receivable. Interviews have been completed, and the panel are currently assessing the preferred candidate.

murray river council

Monthly Operational Report – February 2025

Governance and Risk

PART A: Section Accountabilities and Team Roles

Manager Governance and Risk		
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

murray river council

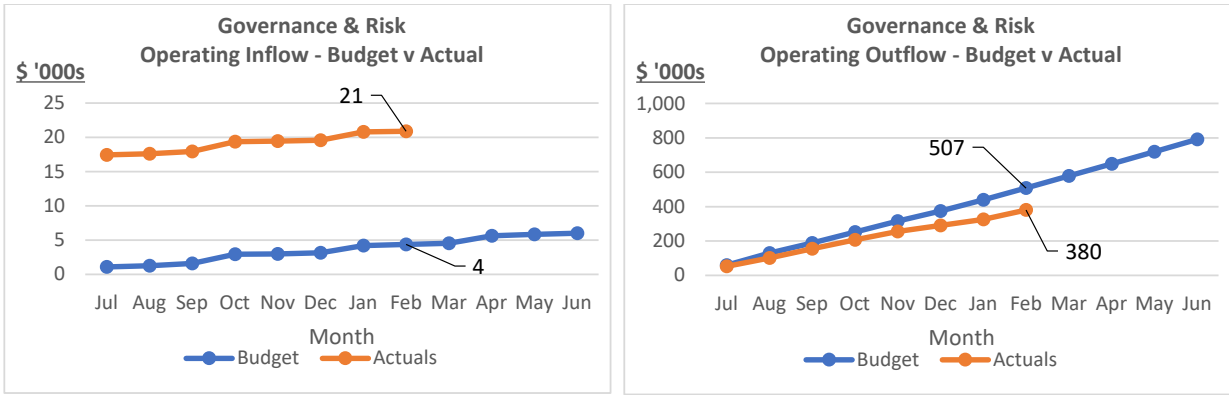
Monthly Operational Report – February 2025

Governance and Risk

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



PART D:Project Status

Developed a scope to implement Compliance Software to assist the management of Policies, Delegations and changes in Legislation

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">On-going review of amendments/ changes to legislation and advise management team of samePID Audit – completedAnnual Report – reporting to the Community Strategic Plan (CSP) for 2023-2024 completedAnnual Report – presented and approved by Council at November MeetingCode of Conduct Report – presented to CouncilSecondary Employment Register – updated to include any potential Christmas work by employees over the closedown periodGifts and Benefits Register – updated to include Christmas gifts receivedDisclosure of Interest Returns for new Councillor – tabled at Council MeetingDisclosure of Interest Returns – being prepared for publishing on the websiteRelated Party Returns for new Councillor – submitted and filedTender for Governance & Risk Software – tender closed/ supplier demonstrations commenced	<div><div></div><div></div><div></div><div></div></div>
Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented & are actions follow-up.	MGR	<ul style="list-style-type: none">Risk Register – Strategic section reviewed/updated – consultation later in 2024Risk Register – Operational section is being reviewed / updated	<div><div></div><div></div><div></div><div></div></div>

murray river council

Monthly Operational Report – February 2025

Governance and Risk

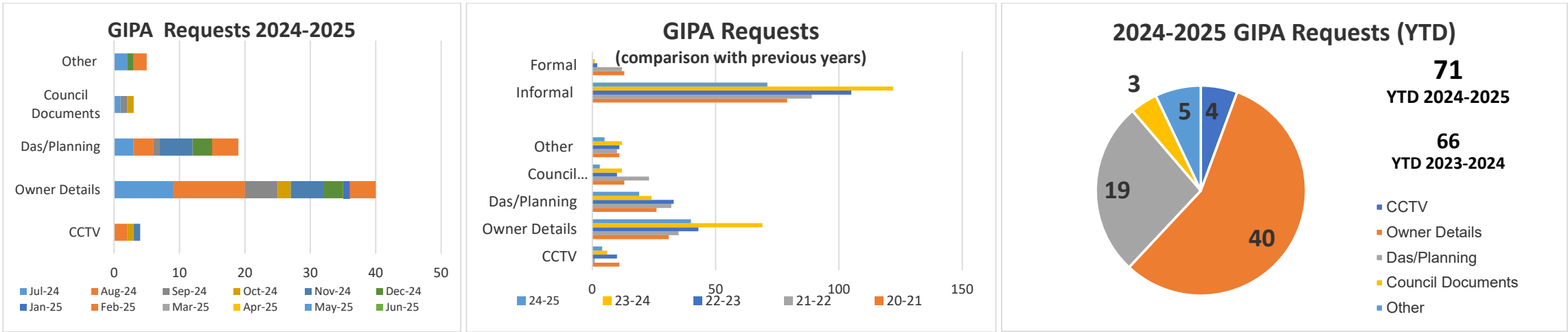
Establish adequate insurance cover for Council activities, in consultation with operational managers.	MGR	<div><div>▶ Insurance Policies for 2024-2025 have been finalised</div><div>▶ 2024-2025 Certificates of Currency – available in CM9</div><div>▶ Insurance Renewals – received and currently populating the questionnaires – 2 questionnaires submitted</div></div>	●
Manage and develop Policies and Procedures	MGR	<div><div>▶ Employment Lands Strategy - on public exhibition</div><div>▶ Arts and Culture Strategy 2024-2034 – adopted</div><div>▶ Parks and Open Space Strategy – adopted</div><div>▶ Water Strategy – noted by Council</div><div>▶ Community Financial Assistance Policy – adopted</div><div>▶ Volunteer Policy – adopted</div><div>▶ Quality Policy – adopted</div><div>▶ MRC NBN Digital Plan - adopted</div><div>▶ Public Art Policy – adopted</div><div>▶ Plaques and Memorials Policy – reviewed and readopted</div><div>▶ Graffiti Policy – reviewed and readopted</div><div>▶ Withdrawal of Development & Other Applications - Refund of Fees Policy – reviewed and readopted</div><div>▶ Citizenship Ceremonies Dress Code Policy - rescinded</div></div>	●
Develop, maintain and report on Council’s suite of Corporate registers	MGR	<div><div>▶ 2023-2024 Related Parties – finalised</div><div>▶ 2024-2025 Secondary Employment returns – approved (process on-going)</div><div>▶ 2023-2024 Disclosure of Interest Returns – received and filed</div><div>▶ New Councillors returns received</div><div>▶ Informal GIPA requests YTD – 71</div><div>▶ Formal GIPA requests YTD – 0</div></div>	●
Facilitate the Audit & Risk Committee function of Council	MGR	<div><div>▶ 2023-2024 ARIC Annual Report – commenced</div><div>▶ Meeting held 5 August 2024</div><div>▶ ARIC Joint Chairpersons appointed</div><div>▶ ARIC Independent Committee Member – currently being advertised</div><div>▶ 1st ARIC Meeting – 3 March 2025</div></div>	●
Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials	MGR	<div><div>▶ Political Donations Forms – distributed to Councillors</div><div>▶ Preparing for the Council elections – 14th September 2024 – elections finalised / New Councillor known</div><div>▶ Preparing for the 1st Council meeting of the new Council – October 8</div></div>	●
Managing the legal services relationships.	MGR	<div><div>▶ Accountability under review - due to the employment of the Chief Legal Counsel</div></div>	●

murray river council

Monthly Operational Report – February 2025

Governance and Risk

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)



murray river council

Monthly Operational Report – February 2025

Information Management

PART A: Section Accountabilities and Team Roles

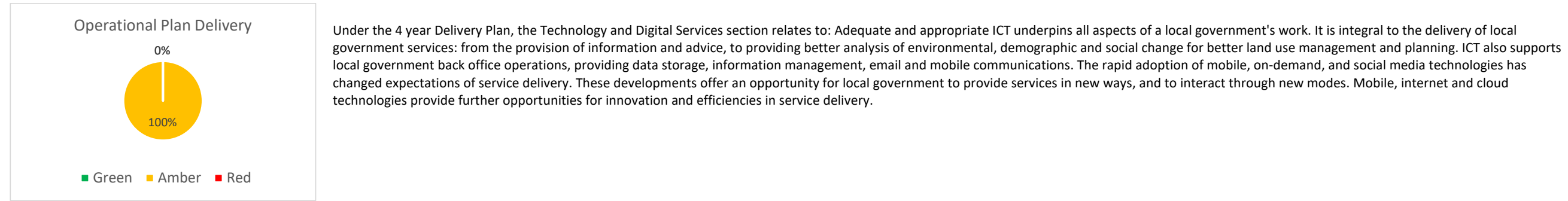
Chief Information Officer	Centorrino Technologies	Team Leader Records	Software Systems Administrator	IT/Software Trainer																																																																																																																																																															
<p>Manage the of the information and communications infrastructure to enable the required connectivity and data exchange requirements.</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.</p> <p>Undertake custodianship of Council’s data including its security, analysis and use for decision making purposes.</p>	<p>Delivery of IT services to Council</p> <p>Offers comprehensive IT support and management for MRC, handling everything from hardware and software maintenance to resolving IT issues. They provide both onsite and remote support to ensure that our IT infrastructure runs smoothly in and outside business hours to ensure minimal disruption to business operations, acting as an outsourced IT department supports us to focus on their core activities while ensuring their technology needs are met.</p> <p>Accountabilities</p> <table><tr><th>Number</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>P</td><td>Library Management Systems</td></tr><tr><td></td><td>P</td><td>IT System Administration</td></tr><tr><td></td><td>P</td><td>Portable Assets – IT</td></tr><tr><td></td><td>P</td><td>Printing Services</td></tr><tr><td></td><td>P</td><td>Point of Sale</td></tr><tr><td></td><td>P</td><td>IT – Product Development</td></tr><tr><td></td><td>P</td><td>IT Support Projects</td></tr><tr><td></td><td>P</td><td>IT System – Software & Hardware.</td></tr><tr><td></td><td>P</td><td>IT Cabling</td></tr><tr><td></td><td>P</td><td>Internal Phone & Internet</td></tr><tr><td></td><td>P</td><td>Community Safety</td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td>P</td><td>Public Access Systems</td></tr><tr><td></td><td>P</td><td>Communication Towers & Radio Controls</td></tr><tr><td></td><td>P</td><td>IT Networks</td></tr><tr><td></td><td>O</td><td>IT System Maintenance</td></tr><tr><td></td><td>O</td><td>IT System – Software & Hardware</td></tr><tr><td></td><td>O</td><td>Portable Assets – IT</td></tr><tr><td></td><td>O</td><td>Community Safety</td></tr><tr><td></td><td>O</td><td>IT Security Systems</td></tr><tr><td></td><td>O</td><td>Internal Phone and Internet Services</td></tr><tr><td></td><td>O</td><td>Public Access</td></tr><tr><td></td><td>O</td><td>Communication Towers & Radio Controls</td></tr><tr><td></td><td>O</td><td>IT Cabling</td></tr><tr><td></td><td>O</td><td>IT Network Support Services</td></tr></table>	Number	SBPO	Accountability		P	Library Management Systems		P	IT System Administration		P	Portable Assets – IT		P	Printing Services		P	Point of Sale		P	IT – Product Development		P	IT Support Projects		P	IT System – Software & Hardware.		P	IT Cabling		P	Internal Phone & Internet		P	Community Safety					P	Public Access Systems		P	Communication Towers & Radio Controls		P	IT Networks		O	IT System Maintenance		O	IT System – Software & Hardware		O	Portable Assets – IT		O	Community Safety		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	<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.</p> <p>Accountabilities</p> <table><tr><th>Number</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>O</td><td>Information and Records Management Service</td></tr><tr><td></td><td>O</td><td>ECM Service Delivery</td></tr></table>	Number	SBPO	Accountability		O	Information and Records Management Service		O	ECM Service Delivery	<p>Coordinate & 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>Accountabilities</p> <table><tr><th>Number</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>O</td><td>Document Work Process</td></tr><tr><td></td><td>O</td><td>Maintain Work Processes in keeping 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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>Accountabilities</p> <table><tr><th>Number</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>O</td><td>OneCouncil Post Implementation Security</td></tr><tr><td></td><td>O</td><td>OneCouncil Post Implementation System Administration</td></tr><tr><td></td><td>O</td><td>OneCouncil Post Implementation System Support</td></tr><tr><td></td><td>O</td><td>IT/Software Training</td></tr><tr><td></td><td>O</td><td>Business Improvement Delivery</td></tr><tr><td></td><td>O</td><td>Existing Network systems and corporate business applications</td></tr><tr><td></td><td>O</td><td>Microsoft 365</td></tr></table>	Number	SBPO	Accountability		O	OneCouncil Post Implementation 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Information Management

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



4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	
				1	2	3	4		
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers									
2.6 – Improve externally provided information and communication									
Further develop and enhance public communication materials. (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		✓	✓	✓	The integration middle ware for the integration of the planning portal with the TechOne ERP system has been purchased. A grant for this purpose has also been secured from the NSW Department of Planning. Integration works have commenced as part of implanting the P&R Compliance module. Some delays are expected as the we have discovered that TechOne has not developed all of the integration tolls a envisaged.	
Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers									
2.7 – Improve internal services to better support community needs									
Develop Customer focused culture within Council. (S DCS)	Deliver	(DP 2.7.1) Upgrades to internal services to increase accessibility of internal information <ul style="list-style-type: none">- New CRM to improve customer interface- Develop intranet	B: MBI P: MBI O: MBI		✓	✓		Intranet: MaRCo (MRC intranet) launched and training provided across all depots. Ongoing improvement process in place. Support processes: Jira implemented to managed multiple support processes. Records Consolidation: Works continue on M365 to assist in managing creation of MS Teams & SharePoint sites. <i>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.</i> Network Upgrades: Completed. Actions from the review to be integrated with security upgrades into a single schdule of works. Security Review: Completed. Actions from the review to be integrated with network upgrades into a single schdule of works.	
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.6 – CCTV Strategy									
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. CCTV already installed remain in service and used as required subject to privacy requirements.	
	Deliver	(DP 3.6.2) Begin installation and management of CCTV devices as identified in the strategy	B: MTDS P: O:	✓	✓	✓	✓	Pending completion of strategy.	
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:	✓	✓			Network Review Completed. Actions from the review to be integrated with security upgrades into a single schdule of works.	
	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:	✓	✓	✓	✓	In conjunction with Economic Development team, partnering with Telstra for improved connectivity. This includes possible joint applications for alleviating identified black spots.	
	Deliver, Partner, Advocate	(DP 6.5.3) Advocate for implementation of strategic outcomes across the LGA.	B: MTDS P: O:	✓	✓	✓	✓	Telstra has recently published a draft connectivity improvement strategy.	
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									

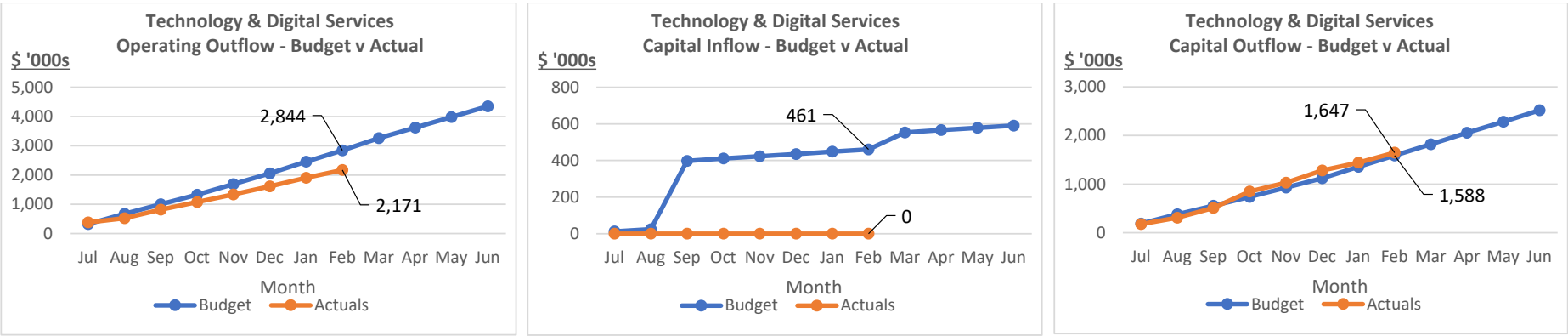
murray river council

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Information Management

7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
Use automated data capture processes to capture additional sources of data and more detailed data. (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	✓	✓	✓	✓	This is being implemented as part of the Technology One ERP implementation.	
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:			✓	✓	Some data is currently captured using mobile devices. Flood damage information and repair work were all captured using mobile devices.	
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:	✓	✓	✓	✓	General surveillance in place. Some potetial initiatives identified but currently lack resurce availability to implment.	
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									
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			✓	✓	Technology not at a level to undertake uses cases at the moment.	

PART C: Financial Outcomes



murray river council

Monthly Operational Report – February 2025

Information Management

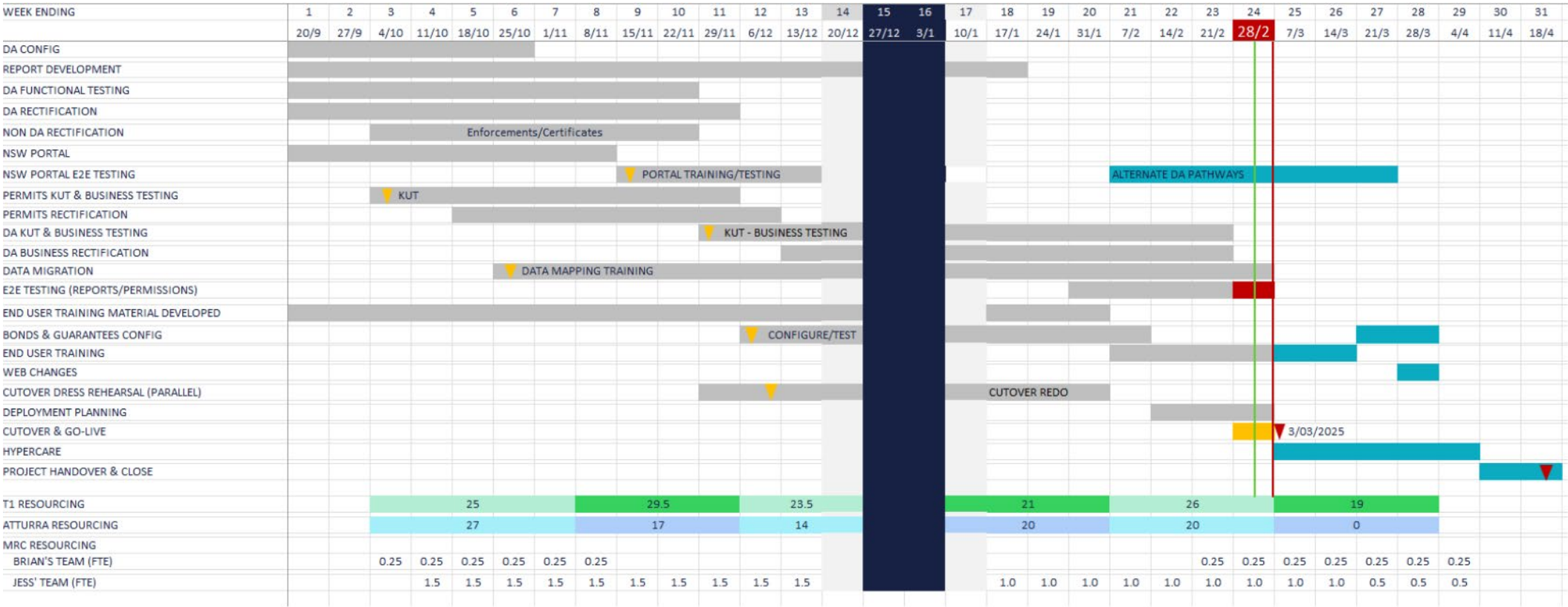
PART D: Project Status

TechonologyOne Project Status at the end of FEBUARY

Project Status Report: TechnologyOne - PnR Implementation REL 2

Project Manager:	Mark Nicklin	RAG Status	Green	<div>The project status has been upgraded to GREEN, confirming readiness for the 3rd March go-live despite some outstanding tasks. E2E testing is nearly complete, with only report testing ongoing until 28th February. The NSW Portal is delayed until 21st March due to integration issues, with a cutover planned from 17th March. Functional and business testing is largely complete, except for NSW Portal integration (73%). Finance testing is in progress, targeting completion by 27th February. Training is 90% complete with positive engagement. Next steps focus on finalising testing, completing Milestone 4 and 5 meetings, and executing the production cutover.</div>
Project Progress			Overall 97% Complete	
Stages	Progress	Status	Finish Date	
Planning	100%	Completed	7/09/23	
Design & CDDs	100%	Completed	27/11/23	
Sprints/Config (non-DA)	100%	Completed	2/08/24	
Sprints/Config (DA)	100%	Completed	18/10/24	
DA Testing/Rectification	100%	Completed	5/12/24	
DA/NSW Portal	96%	Amber	21/03/25	
DA Business Testing	100%	Completed	14/02/25	
Sprints/Config (Bonds)	100%	Completed	7/02/25	
Data Migration	100%	Completed	25/02/25	
E2E Testing	69%	Amber	28/02/25	
Go-live	0%	Not started	3/03/25	
Hypercare & Closure	0%	Not started	7/05/25	

Project Timeline:



murray river council

Monthly Operational Report – February 2025

Information Management

Project Status Report: TechnologyOne – ECM PnR

Training done. Ready for cutover.

Asset Discovery Project

Summary: CT to do a full audit of all MRC locations with possible IT Infrastructure to better support us fully with the new business objectives.

Progress: Project is kicked off and Discovery is in progress by CT. Remote discovery done. Some sites need to be visited to confirm remote findings.

Infrastructure and Cyber Security Roadmap:

Summary: Audit our IT Infrastructure and security posture was done and roadmap improvements to obtain an industry standard of level of compliance.

Progress:

1st year approved. Presenting to council shortly the whole plan. Work on MFA continues and almost done. Replacement UPS’s being done. Switches to be replaced soon.

Strategic Projects

BI PROJECTS Status at the end of FEBUARY			<div></div>	<div></div>	<div></div>
#	PROJECT	COMMENTS			
1	Vendor Panel	Ongoing, Business is testing it, ICT have personally used it and it has worked well.		<div></div>	
2	Water Ride	Ongoing – Waiting on Internal team for time to complete information		<div></div>	
4	Eftsure	Ongoing – Is Live, just confirming on how Finance will be using it in their processes before completing. Expected March.		<div></div>	

ICT PROJECTS Status at the end of FEBUARY			<div></div>	<div></div>	<div></div>
#	PROJECT	COMMENTS			
1	Parallels decommissioning	Ongoing – Need to wait for Compliance module in TechnologyOne to go live.	<div></div>	<div></div>	
2	Internet / WAN Rollout	Ongoing – Quotes are in, has been submitted as a capital bid project for Fy2026.		<div></div>	
3	Moulamein clean up records shed	Warren visited and all is in order.			<div></div>
4	3g to 4g upgrade project for water pump stations	Ongoing – Upgrades complete, just working on the data modem side now and securing the network. Big issues getting connectivity.		<div></div>	
5	IT Inventory Stock Room Cleanup & Asset Register	Ongoing – Server Room cleared. Stock Room sorted, need to sell of unneeded gear. Asset register is up and data is being added to it.		<div></div>	
6	Password Policy & MFA Review	New Passphrases in place. MFA rollout done. In slow process of resetting passwords with MRC staff 40 accounts remain.		<div></div>	
7	GIS Data Review	CT Investigating best practice solutions for using our GIS data.		<div></div>	
8	Moama HQ Switch Replacements	Ongoing – Hardware will be shipped in March then need to schedule install.		<div></div>	
9	Social Media Management Platform	Budget submitted for FY26.	<div></div>		
10	Meeting Rooms Review	Ongoing – Quotes being finalised with CT.		<div></div>	
11	Backups Risk & BCP/DR Review	Not yet Started – Scheduled for FY26.	<div></div>		
12	Intune Mobile Device Management & Deployment	Quote received and working through details before finalisation and acceptance.	<div></div>		

murray river council

Monthly Operational Report – February 2025

Information Management

PART E: Business as Usual

Records Team

Creation of Records

- Records captured into Content Manager (CM9) – Councils Electronic Document Management System (EDMS):
Year 2025 (to date): 9,727 documents
- Year 2024: 59,606 documents
- Total: 776,168 documents

Archiving & Disposal

- Records Destroyed – This Year to Date: 0 documents
- Records Made Inactive- This Year to Date: 15,879 documents
- Records Custody Transferred (Permanent Archive) - This Year: 0
- Records Transferred to Off-Site Storage- This Year: 0

Records Destroyed – Total: 35,849 documents

Records Made Inactive- Total: 476,045 documents

Records Custody Transferred (Permanent Archive) - Total: 7 files

Records Transferred to Off-Site Storage- Total: 7 Files

CM9 Support Tickets 2024

Month	Open	Closed	Outstanding
Jan-25	42	42	0
Feb-25	22	22	0
Mar-25	0	0	0
Apr-25	0	0	0
May-25	0	0	0
Jun-25	0	0	0
Jul-25	0	0	0
Aug-25	0	0	0
Sep-25	0	0	0
Oct-25	0	0	0
Nov-25	0	0	0
Dec-25	0	0	0

Software & Systems Team

Tickets Resolved in Feb 25

Category	Count
Atturra	51
TechOne	9
CT	6
MRC Jira	2

System Support 2025

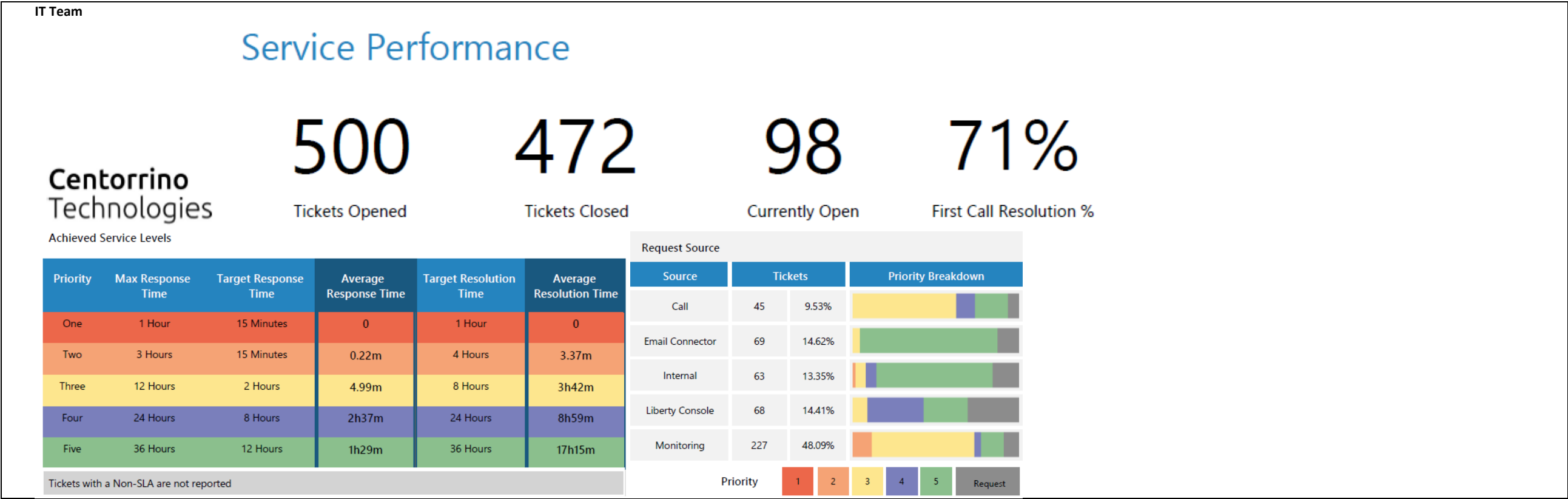
Month	Sum of Open	Sum of Closed
Jan-25	79	72
Feb-25	68	56
Mar-25	0	0
Apr-25	0	0
May-25	0	0
Jun-25	0	0
Jul-25	0	0
Aug-25	0	0
Sep-25	0	0
Oct-25	0	0
Nov-25	0	0
Dec-25	0	0

TechOne experienced a couple of outages in February but remains on track. The team is working with Rates to fix missing GIS IDs and with Water to reassign devices to new routes. A new ETL has been published for fortnightly timesheet reminders, and employee bank detail transfers have been resolved. A test environment refresh is happening today to support post-go-live testing. Policy & Compliance went live, and the team is preparing for support after handover. In Aqualus, work continues to fix missing owner information. Civica is now read-only, reducing support requests.

murray river council

Monthly Operational Report – February 2025

Information Management



PART F: Service Metrics

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
30/01/2025	Cyber/Security Control – Loss of Information		Review current Business Continuity Plans	●●●
30/01/2025	Cyber/ Security Control – IT Infrastructure Failure		Test a full disaster recovery failover with CT – Currently requested and being scheduled	●
30/01/2025	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 – ECM Scheduled FY26	●
			Project – Migrate Content Manager (CM) and discontinue its use – ECM Scheduled FY26	●
30/01/2025	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.	●

murray river council

Monthly Operational Report – February 2025

Information Management

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

CIO has spent Feb fine tuning budgets with director. Prepping for the go live on the technology one project. Recently approved budget means we are replacing aged hardware. We will replace the final 20 problematic computers and start replacing screens that are over 10 years old. We have signed up to a variety additional of hardware vendors on government contract pricing like Dell, HP, JB Hi-Fi and Lenovo to ensure we are getting the best hardware and value across these vendors. We are already trialling a conference monitor from Dell, which has a camera and dock built into it, which will save on cost and managing multiple assets. Developing these vendor relationships will ensure we are getting the best value for every dollar spent.

Cyber Security. We are working on many projects in the cyber security space, securing our WiFi and Water networks currently is our biggest priority. MFA is almost fully rolled out. Almost all accounts are on increased complexity for their passwords, only 40 remain. We have enabled Web Filtering across all council connections, blocking certain websites that are not for work purposes, and put even stricter controls on Public WiFi to ensure safety.

We have a new ICT assets inventory system deployed (Free & Open Source) to track all of our inventory in one location and help with asset management. It is working well and we are adding all the data to it over March.

murray river council

Monthly Operational Report – February 2025

Strategic Assets

PART A: Section Accountabilities and Team Roles

Manager Strategic Assets	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.</p> <p>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</p> <p>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 assists Business Managers to work out what & 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>	<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 – February 2025

Strategic Assets

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

Operational Plan Delivery

0%

100%

Green

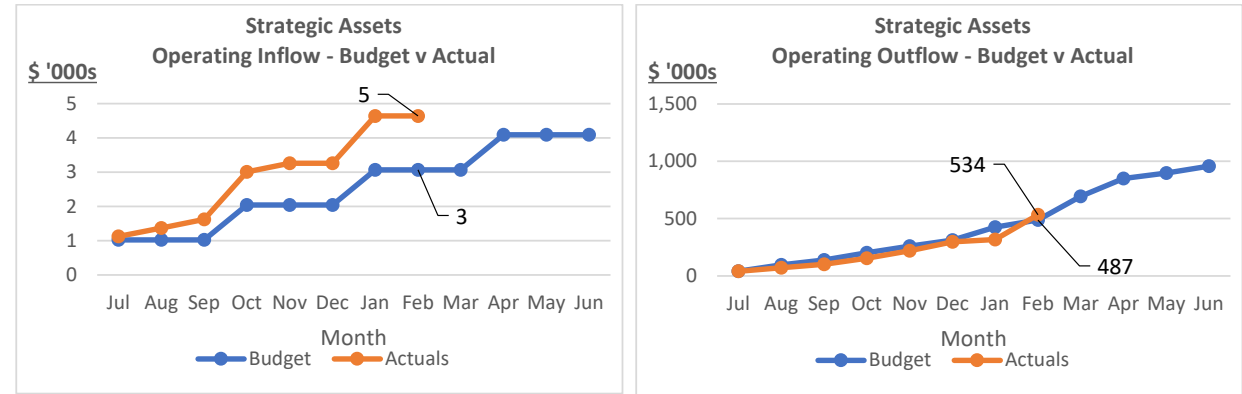
Amber

Red

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	<div><div></div><div></div><div></div></div>					
				1	2	3	4							
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.														
7.1 – Enable data access through a Geospatial Interface for internal and external users														
Implement a Geospatial Information System (GIS). (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 – now using FME). 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, with 313 referrals provided in the Month of February.	<div><div></div></div>					
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.														
7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.														
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. FME now in use for NSW government agency updates and system integration	<div><div></div></div>					

PART C:Financial Outcomes



murray river council

Monthly Operational Report – February 2025

Strategic Assets

PART D:Project Status

PART E:Business as Usual

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	<div><div></div><div></div><div></div></div>
Asset Management Strategy Update (2025-2029)	BAU			60%	Draft Asset Management Plans underway. Draft Asset Management Strategy underway awaiting final AM Plans, LTFP and forward works programs. Review with Finance staff underway, and planning sessions with BU managers complete for 25/26 budget, alignment with LTFP and CSP. Planned for information sessions and Council adoption April 2025, following adoption of new CSP.	<div><div></div><div></div><div></div></div>
Water, Sewer and Stormwater asset Revaluation	\$47,300	\$47,300		100%	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. Final valuation received and Audit complete.	<div><div></div><div></div><div></div></div>
IPPE fair value assessment	BAU			100%	Assessment of carrying values of IPPE no being revalued in the 23/24 year. Indices received from external valuer and Desktop valuations complete. Updates for WIP movements complete. Position papers complete and Audit complete.	<div><div></div><div></div><div></div></div>
2024/2025 Revaluations	BAU			95%	Comprehensive asset revaluation of Buildings, Land, Waste and Quarry assets (as at 30 June 2025). External valuer appointed. Data collection and cleaning complete. Onsite inspections complete. Draft valuation reviewed and Final received. All data being prepared for interim Audit in March 2025.	<div><div></div><div></div><div></div></div>
TechOne Asset Book load	BAU			40%	TechOne Asset Book load completed for Water, Sewer, Stormwater, Plant & Fleet, Land Improvements, Land, Swimming Pools, Footpaths. Remaining asset classes scheduled for completion by September 2025.	<div><div></div><div></div><div></div></div>
Aerial Imagery Capture	\$421,000	\$212,135	-	90%	2025-2027 Aerial Imagery Capture budget approved. Contract provision through NSW Spatial Services ResSE Scheme complete. Contracts signed. 2025 data capture complete. 2025 Town imagery completed and received, rural imagery completed awaiting supply.	<div><div></div><div></div><div></div></div>

PART F:Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>

PART G:Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Final revaluation of Buildings, Land and Waste assets complete, awaiting review at interim audit. The TechOne build of asset details and asset books continues to progress in conjunction with BAU. Mapping of buried assets now loaded into Before You Dig (BYD) platform for auto-generation of external service requests, with 313 referrals provided in the Month of February.

murray river council

Monthly Operational Report – February 2025

Community and Economic Development Directorate

PART A: Director Accountabilities and Key Performance Indicators

Director, Community & Economic Development		Key Performance Indicators 2024/2025	Evidence/Comments	
<p>Provide leadership and direction in this community facing directorate with a major focus on customer service. Responsibilities include:</p> <p>Provision of customer service including Murray River Council business ` services and triaging for all areas of MRC customer service standards and training.</p> <p>A healthy economy by enabling population growth through business development, investment, employment opportunities and destination marketing, visitor servicing and event development.</p> <p>Acquire grant funding both internally and for external community groups.</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>		By June 2024 Prepare an Economic Development Strategy and Employment Lands Strategy	<p>Economic Development and Tourism Strategy – <i>completed, implementation underway</i></p> <p>Council’s Eco Dev and Tourism team have finalised the 2024 – 2034 Economic Development and Tourism Strategy. The draft strategy was formerly adopted Council’s February 2024 meeting.</p> <p>Implementation of the EDTS includes:</p> <ul style="list-style-type: none">Live Work Invest Website –<i>website is live and being promoted</i>Murray River Council Investment Prospectus – <i>completed and being promoted</i>Murray River Council New Residents Kit – <i>completed and distributed, promotion underway</i>Business Networking events – <i>Business Breakfast held 6 December – successful event</i>Workforce Attraction Plan– <i>Implementation underway</i> <p>Employment Lands Strategy – <i>strategy under development</i></p> <p>Council officers have appointed a consultant for the development of an Employment Lands Strategy (ELS). The ELS provides a summary of the issues and opportunities associated with employment land within the Murray River LGA. It is supported by the technical Background Report which includes a more detailed analysis of growth influences, current supply and capacity, and the projection of future floorspace/land requirements to accommodate additional growth and capitalise on Murray River’s strategic location.</p> <p>The purpose of this strategy is to provide a robust evidence-base and an overarching framework to guide planning and decision-making for employment lands within the Murray River LGA over the next 20 years.</p> <p>At its 28 January 2025 meeting, Council adopted the final Employment Lands Strategy, which will now be placed on Council’s website and shared with relevant stakeholders. The Strategy is being actively used in discussions with developers.</p> <p>Meninya Street</p> <p>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.</p> <p>Expression of Interest – development of the old council office</p> <p>Preparatory work is underway for the upcoming expression of interest to purchase and develop the old council office site on Meninya Street. This includes coordinating with Crown Land, obtaining a demolition DA, reclassifying the land, establishing assessment criteria for EOIs, drafting legal contracts, and other necessary steps.</p>	<div><div></div><div></div><div></div></div>
		By September 2023, working with the Director of Planning and Environment Replenish iN1 Zoning (Industrial Land)	<p>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.</p> <p>Plans are underway to conduct a commercial developers forum to facilitate local business and other large business joint venture opportunities. Share findings and priority initiatives from the final ELS, once finalised.</p> <p>The Murray River Council Investment Prospectus has been completed and is being promoted.</p>	<div><div></div><div></div><div></div></div>
		Work with Campaspe Shire Council’s Director Community to harvest synergies that may exist to expand services and therefore gain scale etc	<p>DCED (and directorate) are looking forward to working collaboratively with Campaspe DC and other neighbouring LGAs on joint projects for mutual outcomes.</p> <p>Campaspe, MRC and CPE entered a partnership to deliver interim face to face visitor servicing in Murray Esplanade Echuca – starting in September 2023. Daily face to face visitor numbers have remained consistent, or steadily increasing since opening. An agreement with CPE to provide visitor servicing is in place until to 30 June 2025.</p> <p>EMT closed doors 30 June 2024.</p> <p>MRC and Campaspe Shire are working jointly to deliver destination marketing for brand Echuca Moama.</p>	<div><div></div><div></div><div></div></div>

Director, Community & Economic Development	
<p>Provide leadership and direction in this community facing directorate with a major focus on customer service. Responsibilities include:</p> <p>Provision of customer service including Murray River Council business ` services and triaging for all areas of MRC customer service standards and training.</p> <p>A healthy economy by enabling population growth through business development, investment, employment opportunities and destination marketing, visitor servicing and event development.</p> <p>Acquire grant funding both internally and for external community groups.</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>	
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

murray river council

Monthly Operational Report – February 2025

Community and Economic Development Directorate

	<p>Economic Development teams from both Councils worked together to deliver the Campaspe Murray Business Awards program.</p> <p><i>FEBRUARY 2025 - Economic Development teams from MRC and CSC are collaborating to organise a Business Networking Event in April 2025 (Campaspe Murray Business Connect).</i></p> <p>Grants Officers from both LGAs met to discuss potential opportunities for collaboration between the two Councils in the Grants/Projects space - discussions will continue, on a regular basis.</p>	
By Sept 23 oversee the consultation of the Revenue Taskforce.	<p>Chris Godfrey commenced in the role of Strategic Property Specialist. Council to determine opportunities as part of Sustainable MRC.</p> <p>Working with SPS on various projects across the LGA.</p>	●
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional issues and policies.	<p>Current advocacy work:</p> <ul style="list-style-type: none">Meeting with LGAs across Southwest Rez and EnergyCo continueVNI West Community Consultative Group Meetings continue <p>Previous/recent advocacy work:</p> <ul style="list-style-type: none">Submissions to Junction Rivers, Keri Keri Wind Farm and Baldon (EIS)VNI West Draft Route Feedback SubmissionOn-going face to face GP services in BarhamFunding required due to impacts of October Flood Event - environmental, social and economic flood support;Advocated to NEMA and RA for flood recovery, especially for those who fell through the funding gaps;Discussions with Office Local Government;-Loss of capacity due to current flood event;-Draft NSW tourism support packages;-Support for affordable housing;-Support for health and aged care services;-Closure of community banking services;-Regularly hosting Govt Dept visits;Internet and mobile connectivitySubmission to the Inquiry into insurers’ responses to 2022 major floods claimsRenewable Energy State Significant Projects	●
<p>In relation to Tourism:</p> <ul style="list-style-type: none">Advocate for the development of MRC at a regional level.Expand network and zone of influence.Create synergies leading to improved scale.Maintain close relationship with service providers (product)Seek grant opportunities	<p><i>FEBRUARY</i></p> <ul style="list-style-type: none"><i>Distributed Community, Business, and Visitor Newsletters, promoting grants, resources, events, and tourism opportunities.</i><i>Provided strategic and promotional support for local events, including Australia Day celebrations, fishing competitions, and the Southern 80 Boat Display.</i><i>Progressed planning for major events including a music event, grey nomads’ event, and world bowls event.</i><i>Collaborated with stakeholders on potential winter activations and large-scale summer attractions.</i><i>Enhanced online presence with social media growth, daily website updates, and targeted campaigns like the TV advertisements.</i><i>Distributed brochures to key locations and supported local accommodation providers.</i><i>River Country Art Trail project progressing well</i><i>DCED regular meetings with CEO Campaspe Port Enterprise</i><i>DCED and MEDT regular meetings with relevant Managers and Directors at Campaspe Shire Council and other neighbouring Councils</i><i>Staff continuing to work with Campaspe Shire staff and industry to progress destination marketing for Echuca Moama, following the closure of Echuca Moama Tourism.</i><i>Various events were supported during February 2025 and discussions held with potential future event organisers.</i><i>Interpretive walk signage is in production for the Barham River Walk, Moulamein Big Tree, Horseshoe Lagoon and the Cadell Fault. A new town entry sign for Murray Downs has been made and due to be installed this month.</i><i>Met with Sand Sculpting Australia to plan a Sand Castles event in Echuca Moama this summer. Discussed potential partnership with Campaspe Shire and Port of Echuca to share event costs and resources.</i>	●

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Community and Economic Development Directorate

	<ul style="list-style-type: none">Supported Events on the Murray in developing their music event series.Interpretive walk signage for the Cadell Fault is in development with support from Neville Rodengren, Geologist and Research Associate at La Trobe University. <ul style="list-style-type: none">Media Famils took place in MRC during October, hosted by Destination NSW.DCED and MEDT attended Economic Development Australia conference Delivered 2024 Moama Lights eventStaff attended the Australian Regional Tourism Conference.3-year partnership agreement with Murray Regional Tourism Board underwayStrategic delivery of visitor servicing for River CountryDCED and EDO attended NSW Tourism AwardsAdvancement of River Country Art Trail Project.Attendance at industry networking eventsEMT announced plans to dissolve (may 2024). MRC and Campaspe Shire (together with key industry stakeholders) progressing destination marketing activities for brand Echuca Moama.Flood recovery advocacy works	
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.	<ul style="list-style-type: none">Projects and services overseen to support successful delivery and positive outcomes are achieved.Appointment of CRO funded by Resilience NSWCouncil adopted Arts and Culture Strategy	●
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.	<ul style="list-style-type: none">Live Work Invest Website – <i>completed and being promoted</i>Community Directory developed – <i>underway as part of the new Live Work Invest website</i>New Resident’s Tool Kit – <i>completed and distributed – available in hard copy and online.</i> <ul style="list-style-type: none">DCED and MEDT attended Economic Development Australia conference – October 2024Attendance at various community service provider network meetings to help stay informed of information and programs of interest to our communities.Social Health and Wellbeing Plan to be updatedRegular communications sent to community via various means.	●
In relation to Economic Development: <ul style="list-style-type: none">Seek to expand our economic footprintAdvocate for the maintenance of existing industries through and post crises (emergency grants)Positively engage with industry associationsMaintain and improve working relationships with State and Federal Government agencies and bodies.	2024 and ONGOING Implementation of the EDTS includes: <ul style="list-style-type: none">Live Work Invest Website –<i>website is live and being promoted</i>Murray River Council Investment Prospectus – <i>completed and being promoted</i>Murray River Council New Residents Kit – <i>completed and distributed, promotion underway</i>Business Networking events – <i>Business Breakfast held 6 December – successful event</i>Workforce Attraction Plan– <i>Implementation underway</i>Staff undertaking regular Economic Development Australia training <ul style="list-style-type: none">DCED and MEDT attendance at National Economic Development ConferenceMEDT and EDO completed accredited economic development practitioner trainingAttendance at DRNSW Investment Attraction WorkshopRecovery efforts working with RADRNSW meetings with businesses in Murray Downs and TooleybucNew MinistersICAC Anti-Corruption TrainingEDA Webinar – Smart Specialisation – focus on local key assetsMeeting with DRNSW to discuss priorities MRCFinance for non-finance Managers training through Melbourne Business School	●

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Community and Economic Development Directorate

PART A: Section Accountabilities and Team Roles

	<ul style="list-style-type: none">Meeting with AusIndustry, Port of Melbourne and ARTC to discuss rail upgrades from VIC to NSWMeeting with Junction Rivers and VNI West Consultative CommitteeMeeting with YYNC regarding development of new MOUInvestment Attraction Community of Practice (working group with EDA accredited professionals)DCED met with Department Regional NSWAttended Local Government NSW Destination & Visitor Economy Conference <p>JANUARY 2025</p> <ul style="list-style-type: none">Launched the Murray Workforce Series with a successful Trainee & Apprenticeship Workshop attended by 28 businesses and stakeholders.Completed the Regional Investment Prospectus and initiated ongoing meetings with investment partners.Advanced promotional efforts with the release of business success stories and plans for an upcoming Business Networking Event in April.Completed the Moama Water Tower mural, scheduled works for Barham and Moulamein, and finalised interpretative signage designs.Developed interpretive walk signage for Barham River Walk, Moulamein Big Tree, and Horseshoe Lagoon.Installed a new road sign for the Dharnya Centre and progressed the production of a new town entry sign for Murray Downs. <p>FEBRUARY</p> <ul style="list-style-type: none"><i>Supported NextGen Connect in the ongoing development and creation of social and professional development events in Echuca-Moama including the latest Social Bingo Night on Friday, 28 February which saw 40+ young professionals attend.</i><i>MRC continue to be involved in the Country Change program with marketing efforts to spotlight the region’s liveability to attract new residents.</i><i>Partnered with Workforce Australia – Local Jobs Program and RDA Riverina-Murray to plan the next Murray Workforce Series event, a Skilled Migration Pathways/DAMA Workshop scheduled for May 22, 2025.</i><i>Successfully delivered the 2025 International Women’s Day Long Lunch at Barham Riverside Park, with over 80 local women in attendance.</i><i>Partnered with Campaspe Shire Council to launch the inaugural Campaspe Murray Business Connect networking event at Moama Bowling Club on April 30, 2025. Event launched on March 3, with ongoing marketing efforts.</i>	
Investigate potential for introducing a Community Survey within this term of office.	<ul style="list-style-type: none">Customer Service and Community Services have implemented customers satisfaction surveysFurther community survey to be investigated as part of the <i>Health and Wellbeing Strategy</i>.	●

Manager Economic Development & Tourism	Manager Customer Service	Manager Community Services	Manager Local Connections																														
<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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Community and Economic Development Directorate

B	Community events	B	Customer Services	B	Home Modifications and Maintenance Program	P	Business Continuity Plan – Community Services
B	Tourism events	B	Business Agencies	B	Youth Engagement Program	P	Section 355s
B	Tourism product development	B	Public Library Service	B	Community Transport Program	O	Business Continuity Plan – Community Services
B	Tourism and community signage	P	Venue Hire	P	Delivered Meals	B	Volunteer Management
B	Visitor servicing	P	Customer Service	P	Social Respite	P	Volunteer Management
B	Arts and culture	P	Business Agencies	P	Community Transport	O	Volunteer Management
B	Grant sourcing	P	Customer Satisfaction	P	Youth Engagement	B	Community Recovery
B	MRC financial assistance program	P	Public Library	P	Home Modifications and Maintenance		
B	Community and economic development admin management	P	First Contact of Customers	O	CS Volunteers Program		
B	Attraction and retention of residents and workers	O	Internal Call Centre	O	Coordination of Contract Services		
		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	Local Emergency Management Officer				
		O	Volunteer Engagement Cemeteries				
		O	Plot Administration				

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

Green	Amber	Red
75%	17%	8%

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	<div><div></div><div></div><div></div></div>
				1	2	3	4		
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 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 is undertaken annually.	●
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.								
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. 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. Expressions of Interest to form an Access and Inclusion Advisory Committee closed in March. This step emphasises our commitment to fostering inclusivity and accessibility within our community and more importantly across Council as an organisation. Moama Lights event was successfully delivered and included an low sensory session and involved community volunteers to assist with the daily coordination of the event on site.	●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.								
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:		✓	✓	Each Library runs programs targeted to the community. We have regular book club, story time, cryptic crossword workshops, move and groove, Friday games, social book chat, <i>tech savvy for seniors</i> programs, various games, cuppa and chat, dedicated children's games areas, art group, school holiday activities and special event months. 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. Youth activities and programs and activities for seniors are run at various times throughout the year. Staff also work on ad hoc events and activities such as International Women's Day events and NAIDOC Week activities for our communities.	●
	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 underway.	●
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.								
4.11 – Community Health and Wellbeing Services including: Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).								
Develop a Health and Wellbeing Strategy (S DCED)	Partner, Advocate	(DP 4.11.1) Strategy developed and implemented	B: DCED P: O:	✓	✓		Social Health and Wellbeing Strategy 2017 under review. Consideration of a new Strategy is about to commence.	●
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:	✓	✓	✓	January 2025 – staff and Councillors met with the CEO and Board of Murrumbidgee Local Health District and the Barham Local Health Advisory Committee to discuss provision of health services across MRC. Staff attend meetings of the following groups: Local Health Advisory Committee (LHAC), Campaspe Murray Mental Health and Wellbeing Network (CMMHWN) Loddon Mallee Public Health Unit (LMPHU), LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Murrumbidgee Health Network, Deniliquin Mental Health Awareness Group, Edward and Murray Community Network, Campaspe Family Violence Action Group. Community Services Manager submitted EOI to participate in Murrumbidgee Aged Care Consortium. CHSP home maintenance vouchers will soon be available to clients for garden maintenance Local Health Medical Trust Barham – seeking accommodation for doctors, new operators have secured one additional GP and looking toward a fourth GP, continuing discussions seeking funding to provide GP incentives, ongoing discussions around GP VMO coverage at the Barham Hospital.	●
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 (now known as Aging Australia). Consideration being given to future models of management. Working with Southern Cross Care with the view to reinstate an aged care model in Moama.	●

								CHSP and TfNSW projects continued to be delivered in line with grant funding. Department of Health grant agreement updated to 30/06/27. Transport for NSW grant funding updated to 30/06/27.	
								Consultant appointed to undertake a review into the way Section 355 committees are managing assets on Councils behalf. A future report will be presented to Council with recommendations/findings.	
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.									
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:		✓	✓		<p>January 2025 – staff and Councillors met with the CEO and Board of Murrumbidgee Local Health District and the Barham Local Health Advisory Committee to discuss provision of health services across MRC.</p> <p>Staff attend meetings of the following groups: Local Health Advisory Committee (LHAC), Campaspe Murray Mental Health and Wellbeing Network (CMMHWN) Loddon Mallee Public Health Unit (LMPHU), LMPHU Buloke, Gannawarra and Campaspe Stakeholder Huddle, Murrumbidgee Health Network, Deniliquin Mental Health Awareness Group, Edward and Murray Community Network, Campaspe Family Violence Action Group.</p> <p>Manager Community Services meeting with Local Health Trust in Barham to advocate for continuity of face-to-face GP services.</p> <p>Various service providers and community groups came together to exhibit their services at the Campaspe Murray Mental Health Month Expo in October.</p>	●
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
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:	✓	✓	✓	✓	At its 28 January 2025 meeting, Council adopted the final Employment Lands Strategy, which will now be placed on Council's website and shared with relevant stakeholders.	●
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
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:	✓	✓	✓	✓	<p>Implementation of the Economic Development and Tourism Strategy includes delivery of the:</p> <ul style="list-style-type: none"> Live Work Invest Website – <i>completed and being promoted</i> Murray River Council Investment Prospectus – <i>completed and being promoted</i> <p>Staff participate in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group and support other WMLIG projects.</p> <p>Staff formed a partnership with local stakeholders (including C4EM, Campaspe Shire Council and Bendigo TAFE – Echuca campus) to submit a grant application to establish a Country University Centre in Echuca Moama.</p> <p>JANUARY Staff continue to work on the Drought Resilience Plan (in conjunction with Berrigan and Edward River Councils and the steering committee) to look at ways to support local industry to diversify when facing a future with less water.</p>	●
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
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. Final draft route report published. Route now approx. 7kms north of Moulamein.	●

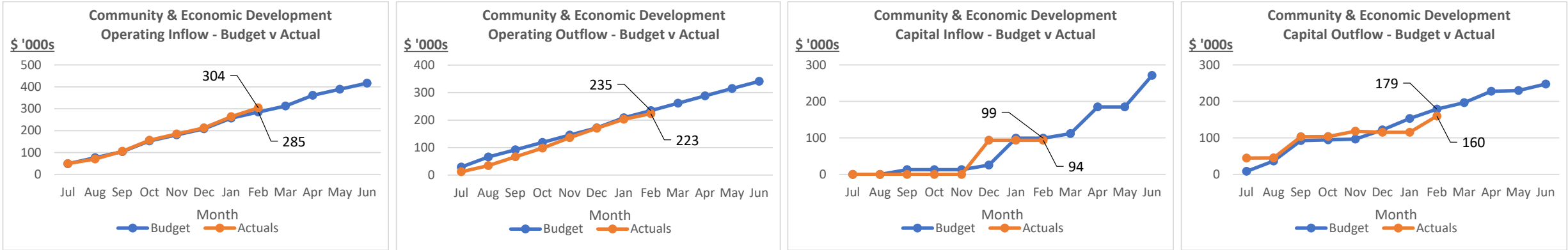
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								<p>Council endorsed commitment to state significant renewable energy projects. DCED attending meetings with EnergyCo and LGAs from across the South West Renewable Energy Zone. Also attending various meetings with impacted landholders.</p> <p>Council staff continue to undertake work in this area, including having held meetings with:</p> <ul style="list-style-type: none">• Energy Co to discuss their proposed commissioning agreement,• neighbouring Councils,• councils in other Renewable Energy Zones seeking advice on their experiences,• internal staff to discuss submissions on state significant developments. <p>Staff are also initiating the Moulamein Masterplan project, to ensure the community are in a good position to receive and make best use of future funds from the renewable projects.</p>	
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PART C: Financial Outcomes



PART D: Project Status

Economic Development & Tourism Strategy	<p>Economic Development and Tourism Strategy – completed, implementation underway</p> <p>The 2024 – 2034 Economic Development and Tourism Strategy (EDTS) was formally adopted by Council at its February 2024 meeting.</p> <p>Implementation of the EDTS includes:</p> <ul style="list-style-type: none">• Live Work Invest Website – completed not yet promoted• Promotion of local business success stories – some stories have been released with more to come• Murray River Council Investment Prospectus – completed and being promoted• Murray River Council New Residents Kit – completed and distributed, promotion underway• Business Networking events – Business Breakfast held 6 December – successful• Workforce Attraction Plan– implementation underway <p>Employment Lands Strategy – strategy under development</p> <p>At its 28 January 2025 meeting, Council adopted the final Employment Lands Strategy, which will now be placed on Council’s website and shared with relevant stakeholders.</p> <ul style="list-style-type: none">• Eco dev and planning staff meet with existing and potential business operators to better understand their operation and to see how we can assist.
Barham Micro Abattoir	<ul style="list-style-type: none">• Construction complete.• MDBEDP final report submitted.• Occupation Certificate issued. Lease agreement signed by MPMC. Lease commenced 1 September 2023.• NSW DPI audit undertaken December 2023, recommended fit out rectifications for Council and process improvement for Murray Plains Meat Cooperative• RFQs prepared for rectifications works with a view to appoint a contractor during March.• Council resolved to complete the project. Contractor appointed.• Rectification works completed.• Murray Plains Meat Cooperative successfully achieved audit from NSW DPI during September and operations have commenced.

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Community and Economic Development Directorate

	<ul style="list-style-type: none">• Council seeking recompense from Contractor for rectification works.
Moama Lights	<ul style="list-style-type: none">• Economic Impact of 2022 event more than \$11.5m to local economy.• 2023 event cancelled due to high water event.• Moama Lights 2024 successfully delivered, over 21,000 tickets sold, with an economic impact of over \$7.6M.• At the October Council meeting it was resolved to discontinue Moama Lights due to rising costs and increasing competition in the winter night-time event space.
Murray Downs Industrial Land	<ul style="list-style-type: none">• Officers in continued discussions with NSW Aboriginal Land Council and Wemba Wemba LALC
Section 355 Committees	<ul style="list-style-type: none">• Karen Buckley Manager Local Connections (MLC) is working with Section 355 committees to improve governance and risk mitigation• New instruments of delegation and suite of templates developed. Meetings with Committees to negotiate terms and progress to signing underway.• A suite of volunteer management documents has been developed in collaboration with the WHS Officer and Governance and Risk Manager – volunteer recruitment, appointment and training.• Legal advice obtained for Mathoura Retirement Village and Moama Lions Community Village.• Independent consultant appointed to undertake an evaluation on the management of the Mathoura Retirement village.• DCED & MLC met with Mathoura Retirement Village to draft new instrument of delegation.• Moama Lions Village – new agreements drawn up for tenants. Morning Tea was held for all tenants where the new Tenancy Agreements were explained and delivered.• Instrument of Delegation successfully negotiated and signed by Moama Lions Community Village Committee.
Crisis Management	<ul style="list-style-type: none">• Support provided to businesses during and after October 2022 flood event.
Caravan Parks	<ul style="list-style-type: none">• Officers met with PPCP to draft a schedule of responsibilities, develop a comms plan and Council engagement process, negotiations continuing.
Renewable Energy	<p>The South West Renewable Energy Zone (REZ)</p> <p>The location of the South West Renewable Energy Zone was chosen following a detailed statewide geospatial mapping exercise undertaken by the NSW Government in 2018. This initial analysis sought to identify optimal locations to host renewable energy generation around the State, including areas with strong renewable energy resource potential, proximity to the existing electricity network, and consideration of potential interactions with existing land uses, including agricultural lands and biodiversity conservation.</p> <p>The north west area of Murray River Council is located within the South West REZ footprint.</p> <p>Significant change:</p> <ul style="list-style-type: none">-Council experiencing significant impact on resources due to volume of renewable development. This includes frequent information requests and consultation with proponents, communication with community on developments and managing community concerns. Resourcing for this workload estimated at 1-2 FTE per council.-Communities are experiencing consultation fatigue due to high number of renewable energy, storage and transmission projects. This has reached a peak with projects consulting on community benefits planning as part of preparing their access rights tender bids (noting not all will proceed). This process can be fragmented and confusing for community.-Community divide, small communities with generational farming families divided over whether they do or do not support the development.-An EnergyCo led Community and Employment Benefit Program (CEBP) model which would require grant funds to be spent exclusively within the REZ geographic boundary will be problematic for the South West REZ as many of the impacted communities are located outside the REZ (e.g. Kyalite, Moulamein). These towns are where local communities go for their services such as health care, education, groceries, recreation etc. It would be preferable for EnergyCo to delay launch of CEBP in order to first resolve barriers to funds being spent outside of the REZ boundary.-Need for tailored communication resources ‘source of truth’ website for community and Councillors. Website for SW REZ to include clear, timely and accurate information and FAQs.-Councils requested EnergyCo not establish a Community Reference Group for the SW REZ until after access rights are awarded. Advice based on current consultation fatigue and potential confusion/duplication with proponent processes.-Resources required for farming communities, those hosting renewable generation or transmission projects and those neighbouring including advice on insurance and negotiation of agreements.-Local businesses require support to understand and upgrade processes and systems in advance to meet project tender compliance requirements (pre-qualification) to be able to participate in employment and economic opportunities with contractors in the REZ. <p>Challenges:</p> <ul style="list-style-type: none">-Council will continue to advocate for the best possible outcomes for the Murray River Council community as renewable energy projects continue to evolve across our region. Although projects such as solar and wind farms are of State Significance over which Council has no statutory power, we will continue to engage with project developers as a key local stakeholder. <p>Cumulative impact priorities:</p> <ol style="list-style-type: none">1. Housing – supply of short-term accommodation2. Water – potable water for worker accommodation, water treatment plant upgrades3. Maintenance of roads, management of road verge vegetation4. Health and community services – general practitioner shortage, hospital, mental health, nursing staff for aged care, childcare <ul style="list-style-type: none">- State Significant Development process reduces Council’s ability to negotiate Voluntary Planning Agreements at standard 1% of capital cost, including agreements with proponent to cover cost of road maintenance and other ongoing costs borne by council because of development (e.g. impacting development contribution plans and levies).-Lack of coordination between project proponents. <p>Opportunities:</p> <ul style="list-style-type: none">-Attract new industries to provide long-term employment-New essential worker accommodation (health, police, teachers)-Tertiary education opportunities

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Community and Economic Development Directorate

	<ul style="list-style-type: none">DCED attended the VNI West Community Consultative Meeting to provide feedback on the draft route report, property acquisition process, and potential community benefit legacy projects.DCED and DI participated in a roundtable with Energy Co and South West REZ Councils. The discussion was productive, though further in-depth discussions are required. Staff continuing to push for this.Staff are advocating for the retrospective allocation of commissioning commitments to advance community bridge-building efforts and are currently awaiting outcomes.Officers and the Mayor attended the sod turning event for the new Clean Peak Solar Farm in Moama in August 2024. <p>Council staff continue to undertake work in this area, including having held meetings with:</p> <ul style="list-style-type: none">Energy Co to discuss their proposed commissioning agreement,neighbouring Councils,councils in other Renewable Energy Zones seeking advice on their experiences,internal staff to discuss submissions on state significant developments. <p>Staff are also initiating the Moulamein Masterplan project, to ensure the community are in a good position to receive and make best use of future funds from the renewable projects.</p>
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PART E: Business as Usual

Customer Service (See detailed Customer Service Report)	<p>JANUARY</p> <ul style="list-style-type: none">Changes to face-to-face customer service days and hours have seemingly had minimal impact on service delivery. Meanwhile, it has enabled Customer Service Officers to focus on alternative customer service channels, such as responding to online inquiries and assisting other departments in proactively updating customers on service requests.Implementation of Snap Send Solve project is underway. Continued roll-out through February and March 2025 to support all departments receiving service requests through Snap Send Solve.Library school holiday activities were successful across Mathoura, Barham and Moulamein.Power Apps Data Tracking: In order to better plan for service provision for external agencies, staffing levels, opening hours, and budgeting purposes, we have a need to accurately track the number of transactions and enquiries received by the Customer Service team, as well as the time taken to service those customers. Power Apps has been identified as the most economical and accurate solution to this. Manager Customer Service has received quote from CT to set this up, and has submitted a QBR2 budget bid to complete this work prior to EOFY 24/25.1 email complaint regarding the change of hours. Customer Service staff in Barham have reported informal complaints from customers regarding change of hours. <p><i>FEBRUARY</i></p> <ul style="list-style-type: none"><i>Snap Send Solve customer response project will complete initial rollout in March 2025. This will see all customers who make a report through Snap Send Solve be contacted with updates on their reports.</i><i>Power Apps data tracking project will commence in March 2025. This will provide more accurate data to help inform and better plan for service provision for external agencies, staffing levels, opening hours, and budgeting purposes.</i><i>New office signage is underway, to reflect updated open hours and times at each location.</i><i>Melissa Ferguson (Business Analyst/Software Trainer) and Georgia Lowe (Business Improvement Officer) provided training and a week of on-site support to the Call Centre team in Mathoura, in order to support the roll-out of the Compliance module of TechOne. Customer Service team reported minimal interruptions and adjusted to the new processes with ease.</i><i>Barham Library held an author talk with Robyn Howarth on Friday February 21. 55 people attended for a very engaging event.</i><i>The Customer Service team continue to have significant disruptions due to technology and connection issues. 27 individual issues occurred in January, and 22 in February. The most common issues relate to TechOne, 3CX (our phone system) and Eftpos (likely related to network issues). This presents significant disruptions to the services we provide and has potential reputational damages (especially when phone calls with customers drop out). Details of these have been passed onto CT in the hopes of solving some of the systemic issues.</i><i>Staff have reported that customers are still not used to new opening days and times. Customers are still arriving on days that centres are closed and/or prior to opening.</i><i>2 compliments received regarding customer service team.</i> <ul style="list-style-type: none">Development of a Customer Experience Strategy began with customer and stakeholder engagement in December 2023, identifying four priorities: people and culture, process and service capability, technology, and the customer’s voice.Proto Partners engaged to conduct customer interviews, internal workshops, and initiate a service level review. Drafts of the Customer Charter and Customer Experience Strategy were developed.MCS attended the NSW Local Government Professionals Customer Experience Conference.Increased visitation to Mathoura VBC in January, with River Country merchandise sales up. Water quality issues in Moama prompted feedback for SMS communication in future events, currently under review.NSW Government’s Interment Industry Scheme phased in, with Murray River Council starting the application process for October 2024 compliance.Staffing transitions created gaps in accredited Service NSW officers; recruitment and training are in progress.Technical challenges impacted transaction times and service access, with temporary MVBC closures and Eftpos outages.Ongoing staff shortages affected service consistency.August saw a significant increase in calls due to rate notices being distributed.
Community Service	

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Community and Economic Development Directorate

(See detailed Community Service Report)	<p>2024</p> <ul style="list-style-type: none">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.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.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;MCS attended Community Transport Organisation Conference in Port MacquarieThere have been a number of movie outings among other shopping and social activities.Annual refresher training for all staff and volunteers.During August community services held a shared lunch to thank and celebrate staff for Aged Care Employee Day <p>JANUARY</p> <p>During January 2025 the Community Services team delivered the following supports:</p> <ul style="list-style-type: none">Social Support – 911 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 – 234Home Maintenance – 19 hoursHome Modifications – Nil jobs completedTransport –842 One-Way trips <p>Client surveys were completed in December and we received 51 responses, which is 12 more than the previous year. We were very pleased with the positive outcomes of the surveys. It is very clear that our CHSP services make an enormous difference to the lives of CS clients. There were many words of appreciation expressed in the surveys.</p> <p><i>FEBRUARY</i></p> <ul style="list-style-type: none"><i>On February 10th and 11th, the full day Staff and Volunteer training for Community Services staff and volunteers was completed, which also included first aid training.</i><i>Barb Gray, Community Services Quality Admin Officer, was farewelled and wished all the best in her retirement. Barb was thanked for her contributions as part of the team over the past six years.</i><i>An application for funding for Youth Week was successful, and the event will be held in Moama this year, hosted by Totem Collective Skateboarding.</i><i>February stats:</i><ul style="list-style-type: none"><i>Transport 951 trips</i><i>Social Support Individual hours 579</i><i>Social Support Group Hours 672</i><i>Meals on Wheels 341</i><i>Home Maintenance hours 28</i><i>Home Modifications \$1584.00</i>
Community Development	<p>2024 and ONGOING</p> <ul style="list-style-type: none">Arts and Culture Strategy adopted by Council and implementation is underway.Staff works with South West Arts on various projects including NAIDOC Week activities.Coordination of International Women’s Day events.Delivery of Council’s Financial Assistance Program (including Community Grants program) is ongoing.Apply for grants for community activities (e.g. NAIDOC week, Youth Holiday Break Program, Youth Week, Australia Day etc).Coordinate Australia day awards program and support community events.Work with community groups on the river country art trail.Support provided to various community events. <p>COMMUNITY RECOVERY OFFICER</p> <ul style="list-style-type: none">The Community Recovery Officer (CRO) actively engages with the community through the 355 committees and established connections with other local community groups and organisations.CRO attended Australia Disaster Resilience Conference in SydneyDevelopment of Community Recovery Plan in conjunction with community survey;Grab and Go bags are being distributed to residents at various community events with tailored information recognising the Red Cross Redi Plan

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Community and Economic Development Directorate

	<ul style="list-style-type: none">• Officer has been engaged to work with ALL volunteers of Council, ensuring all requirements are met regarding induction, training and ongoing safety.• Registration of all volunteers has commenced. <p>JANUARY</p> <ul style="list-style-type: none">• Scheduled free Grants Writing Workshops in March across key locations.• Collaborated with the Museums Advisor to organise a Museum Custodians Workshop, providing training and disaster readiness. <p><i>FEBRUARY</i></p> <ul style="list-style-type: none">• <i>Aboriginal Community Connections: Established connections through events at Njernda, Moama and Cummeragunja LALCs, Yorta Yorta Nations Aboriginal Corporation, Victoria and NSW Local Aboriginal Community Liaison Officers and Cummeragunja community members.</i>• <i>Event Support: Provided funding, planning, and advertising support for community events.</i>• <i>Youth Engagement: Organised events for local youth, including the Girls on Fire program focused on emergency services training.</i>• <i>Arts and Culture Strategy: Assisted Economic Development in completing the strategy through community engagement.</i>• <i>LEMC Connections: Strengthened connections through the Local Emergency Management Committee.</i>• <i>Senior Citizen Opportunities: Created opportunities for senior citizens to socialise and celebrate their resilience.</i>• <i>Council Connections: Facilitated meetings to support groups' connections to the council and new councillors.</i>• <i>Grant Writing Workshops: Partnered with the Grants Officer to fund workshops, enhancing community capacity in grant applications.</i>• <i>Reconstruction Authority Collaboration: Fostered relationship building between the Cummeragunja community, CRO, and RA.</i>• <i>Recovery Feedback: Provided feedback to RA on recovery issues and challenges from community members.</i>• <i>Youth Hub Support: Funded activities and projects for the Moulamein Youth drop-in hub.</i>• <i>Community Recovery Network: Developed a database for community members to provide feedback and consultation during disasters.</i>• <i>Volunteer Documents: Created a suite of documents in collaboration with the Manager of Risk and WHS Specialist, endorsed by the council.</i>• <i>Volunteer Safety: Engaged the Coordinator to ensure all safety requirements are met for volunteers.</i>• <i>Volunteer Registration: Initiated the registration process for all volunteers.</i>• <i>Volunteer Induction Manual: Began distributing the Volunteer Induction Manual.</i>• <i>Volunteer Connections: Supported CRO in connecting with volunteers from Friends of Moama Botanic Gardens and Moama Cemetery.</i>• <i>Instrument Delegation: Mathoura signed an instrument delegation, empowering local authorities to make decisions and take necessary actions for support initiatives, streamlining processes.</i>• <i>This summary highlights our key achievements and ongoing efforts to support and strengthen our community.</i> <p>• <i>The 2025 International Women’s Day Long Lunch in Barham Riverside Park was successfully delivered on Friday, 7 March and saw 80+ local women attend.</i></p>
Economic Development (See detailed Economic Development & Tourism Report)	<p>JANUARY</p> <ul style="list-style-type: none">• Distributed Community, Business, and Visitor Newsletters, promoting grants, resources, events, and tourism opportunities.• Provided strategic and promotional support for local events, including Australia Day celebrations, fishing competitions, and the Southern 80 Boat Display.• Progressed planning for major events including a music event, grey nomads’ event, and world bowls event.• Collaborated with stakeholders on potential winter activations and large-scale summer attractions.• Enhanced online presence with social media growth, daily website updates, and targeted campaigns like the TV advertisements.• Distributed brochures to key locations and supported local accommodation providers.• Scheduled free Grants Writing Workshops in March across key locations.• Collaborated with the Museums Advisor to organise a Museum Custodians Workshop, providing training and disaster readiness.• Launched the Murray Workforce Series with a successful Trainee & Apprenticeship Workshop attended by 28 businesses and stakeholders.• Completed the Regional Investment Prospectus and initiated ongoing meetings with investment partners.• Advanced promotional efforts with the release of business success stories and plans for an upcoming Business Networking Event in April.• Completed the Moama Water Tower mural, scheduled works for Barham and Moulamein, and finalised interpretative signage designs.• Developed interpretive walk signage for Barham River Walk, Moulamein Big Tree, and Horseshoe Lagoon.• Installed a new road sign for the Dharnya Centre and progressed the production of a new town entry sign for Murray Downs. <p><i>FEBRUARY</i></p> <ul style="list-style-type: none">• <i>Supported NextGen Connect in the ongoing development and creation of social and professional development events in Echuca-Moama including the latest Social Bingo Night on Friday, 28 February which saw 40+ young professionals attend.</i>• <i>MRC continue to be involved in the Country Change program with marketing efforts to spotlight the region’s liveability to attract new residents.</i>• <i>Partnered with Workforce Australia – Local Jobs Program and RDA Riverina-Murray to plan and coordinate the second event in the Murray Workforce Series, a Skilled Migration Pathways/DAMA Workshop. This has been scheduled for Thursday, 22 May 2025. Planning is underway.</i>• <i>Partnered with Campaspe Shire Council to create and deliver the inaugural Campaspe Murray Business Connect networking event on Wednesday, 30 April 2025 at Moama Bowling Club. The event was successfully launched on Monday, 3 March and marketing is ongoing.</i>

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Community and Economic Development Directorate

Tourism (See detailed Economic Development & Tourism Report)	<div><div>JANUARY</div><div><div>River Country Art Trail update:</div><ul style="list-style-type: none">Moama Water Tower completed (Images)Interview conducted with Artist TwooneScheduling for Barham and Moulamein sites underwayInterpretative Signage templated designs finalisedMoulamein turnaround area siteworks completed</div><div><div>Signage</div><p>New Interpretive Walk signage is in development for Barham River Walk, Moulamein Big Tree and Horseshoe Lagoon to celebrate local history and cultural importance. A new Road Sign for the Dharnya Centre has also been installed in January and a new town entry sign for Murray Downs is in production.</p></div><div><div>Marketing and Promotion</div><p>Key activities include:</p><ul style="list-style-type: none">Echuca Moama Campaign: Assisted in a targeted TV advertising campaign running throughout the Australian Open to boost regional visitation.Website Updates: The Visit River Country website was updated daily to ensure accurate and relevant information for visitors.Accommodation Support: Liaised with the Echuca Moama Accommodation Association to help accommodation providers maximize bookings and receive marketing support when availability remained.New Website Development: Progressed the launch of the new Visit River Country website, with a confirmed launch date of February 25.Social Media Growth: The Visit River Country Facebook page saw significant engagement over the busy period, increasing followers by up to 50 per month through engaging and informative content.Tourism Business Support: Worked closely with local tourism operators to ensure they were well-stocked with brochures and Visitor Guides for guests.Brochure Distribution: Brochure racks were distributed to Murray Downs Golf Club, Tooleybuc Services Club, Moulamein Heritage Village, and the Moulamein Café/Art Gallery, ensuring visitors have easy access to Visit River Country brochures.</div><div><div>FEBRUARY</div><ul style="list-style-type: none"><i>Met with Events on the Murray to discuss a series of Music concerts and events in Moama and MRC</i><i>Supported the delivery of numerous community events and aided Run Echuca-Moama in planning their annual fundraiser.</i><i>Met with MLALC & Yorta Yorta CEO to discuss the Football Netball Carnival they hope to host in October 2025. Information on planning their event has been provided and support is ongoing.</i><i>26 February: Visitor newsletter promoting local attractions, events and things to do in March</i><i>Interpretive walk signage is in production for the Barham River Walk, Moulamein Big Tree, Horseshoe Lagoon and the Cadell Fault. A new town entry sign for Murray Downs has been made and due to be installed this month.</i><i>Met with Sand Sculpting Australia to plan a Sand Castles event in Echuca Moama over the summer period. Held discussions with Campaspe Shire and the Port of Echuca to explore a potential partnership to alleviate event costs and share resources.</i><i>Met with McPherson Media to coordinate the production of this year’s Visit River Country and Echuca Moama Official Visitor Guides (OVGs).</i><i>Setting up TikTok to enhance marketing efforts and promote Visit River Country to a broader, younger audience through engaging digital content.</i><i>Interpretive walk signage for the Cadell Fault is in development with support from Neville Rodengren, Geologist and Research Associate at La Trobe University.</i><div><ul style="list-style-type: none">Art Trail<div><div>Moama – Furniture (seats and bin) installed.</div><div>Barham – Site preparation begun with art installation to begin 3rd March – 28th March</div><div>Moulamein – Schedule has been brought forward, expected to start 24th March – 18th April</div><div>Tooleybuc – Geotechnical and access assessments scheduled. Technical drawings expected May. Install date TBC</div></div><div>Marketing content planning begun.</div></div></div></div>
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PART F:

Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>

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Community and Economic Development Directorate

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>
14/11/2023	Barham Micro Abattoir	Construction complete. OC issued in May. Lease commenced 1 September. 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.	Murray Plains Meat Cooperative Food Safety Program approved by DPI. NSW Practical audit undertaken December 2023 Recommendations from NSW DPI include rectifications to building fit out and process improvements by Murray Plains Meat Cooperative. RFQs sent out for rectifications works with a view to appoint a contractor in March. Council resolved to complete the project and a contractor has now been appointed to finalise rectifications. Rectifications are complete. Murray Plains Meat Cooperative successfully achieved audit on 10 September 2024. Council seeking recompense for cost of rectifications.	<div><div></div><div></div><div></div></div>

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

November & December 2024 Highlights

- The draft Employment Lands Strategy and Background Report were placed on public display and feedback has been incorporated into the final strategy, which is going to the January 2025 Council meeting for adoption.
- Live, Work, Invest website launched
- Regional Investment Prospectus launched
- Small Business Breakfast held in Barham in December.
- Seven major grant applications submitted
- Progress of the River Country Art Trail included completion of the Mathoura water tower and continued work on the Moama water tower mural.
- Community Services completed client surveys– results to come in January.
- Community Services client and volunteer Christmas celebrations were held across various communities.
- The draft Employment Lands Strategy and Background Report were placed on public display and feedback has been incorporated into the final strategy, which is going to the January 2025 Council meeting for adoption.
- Each library location was visited by representatives from the State Library of New South Wales during November. Their visit was highly successful, offering valuable insights and engagement opportunities for our community. The representatives expressed their appreciation for MRC’s libraries, noting their high standard and welcoming atmosphere. They were particularly impressed with the look of the proposed changes to Mathoura Library, as well as the diverse programs being run across the network. They felt the programs were not only highly educational but also provided meaningful opportunities for community learning and social interaction. Grant opportunities were also discussed, in relation to facility upgrades or construction.
- We received 3 complaints in December in relation to reduced face-to-face customer service opening hours and days. 2 complaints were related to the Moulamein Business Centre, and 1 complaint was in relation to the Mathoura Visitor and Business Centre.

January 2025 Highlights

Community Services:

- Client surveys were completed in December, and we received 51 responses, which is 12 more than the previous year. We were very pleased with the positive outcomes of the surveys. It is very clear that our CHSP services make an enormous difference to the lives of CS clients. There were many words of appreciation expressed in the surveys.

Eco Dev and Tourism:

- At its 28 January 2025 meeting, Council adopted the final Employment Lands Strategy, which will now be placed on Council’s website and shared with relevant stakeholders.
- Distributed Community, Business, and Visitor Newsletters, promoting grants, resources, events, and tourism opportunities.
- Provided strategic and promotional support for local events, including Australia Day celebrations, fishing competitions, and the Southern 80 Boat Display.
- Progressed planning for major events including a music event, grey nomads’ event, and world bowls event.
- Collaborated with stakeholders on potential winter activations and large-scale summer attractions.
- Enhanced online presence with social media growth, daily website updates, and targeted campaigns like the TV advertisements.
- Distributed brochures to key locations and supported local accommodation providers.
- Scheduled free Grants Writing Workshops in March across key locations.
- Collaborated with the Museums Advisor to organise a Museum Custodians Workshop, providing training and disaster readiness.
- Launched the Murray Workforce Series with a successful Trainee & Apprenticeship Workshop attended by 28 businesses and stakeholders.
- Completed the Regional Investment Prospectus and initiated ongoing meetings with investment partners.

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Community and Economic Development Directorate

- Advanced promotional efforts with the release of business success stories and plans for an upcoming Business Networking Event in April.
- Completed the Moama Water Tower mural, scheduled works for Barham and Moulamein, and finalised interpretative signage designs.
- Developed interpretive walk signage for Barham River Walk, Moulamein Big Tree, and Horseshoe Lagoon.
- Installed a new road sign for the Dharnya Centre and progressed the production of a new town entry sign for Murray Downs.

Customer Service:

- Changes to face-to-face customer service days and hours have seemingly had minimal impact on service delivery. Meanwhile, it has enabled Customer Service Officers to focus on alternative customer service channels, such as responding to online inquiries and assisting other departments in proactively updating customers on service requests.
- Implementation of Snap Send Solve project is underway. Continued roll-out through February and March 2025 to support all departments receiving service requests through Snap Send Solve.
- Library school holiday activities were successful across Mathoura, Barham and Moulamein.
- Power Apps Data Tracking: In order to better plan for service provision for external agencies, staffing levels, opening hours, and budgeting purposes, we have a need to accurately track the number of transactions and enquiries received by the Customer Service team, as well as the time taken to service those customers. Power Apps has been identified as the most economical and accurate solution to this. Manager Customer Service has received quote from CT to set this up and has submitted a QBR2 budget bid to complete this work prior to EOFY 24/25.
- 1 email complaint regarding the change of hours. Customer Service staff in Barham have reported informal complaints from customers regarding change of hours.

January – Grants
Round 2 of MRC Community Grants – Open, Closes April 7th

Grant Program	Project	\$ Requested	Outcome
Local Small Commitments Allocation	Mathoura Recreation Reserve Playground Renewal	\$9,750 toward – possible project of \$60,871	Recently submitted/Pending
NSW Heritage Grants	Local Heritage Advisor Service: Provide a Heritage Advisor Service in the local government area of Murray River Council. Local Heritage Fund (Small Community Grants Program)	\$25,000	Recently submitted/Pending
Regional University Study Hubs	CUC Echuca Moama: Establish a new university study hub.	\$1,571,568	Unsuccessful
Regional Housing Strategic Planning	Moama Infrastructure Strategy - develop a comprehensive 25-year Infrastructure Strategy for Moama, focused specifically on the sewer and raw water networks to support ongoing growth.	\$99,025	Pending
Crown Reserves	Picnic Point Caravan Park Refurbishment of Amenities Block	\$100,818	Pending
Get Active NSW	Active Transport Strategy - The proposed Active Transport Plan aims to address the need for better walking and bike riding infrastructure within the Murray River Council (MRC) area, supporting community health, connectivity, and sustainability.	\$62,370	Pending
HSP – Enabling Infrastructure	Meninya St, Moama Public Infrastructure and Accessibility Enhancements: Car Parks, Footpaths, and Community Facilities Upgrade.	\$ 3,800,000	Pending
Country Passenger Transport Infrastructure Grant Scheme	6 New Bus Shelters to replace identified broken and damaged existing shelters.	\$84,282	Pending
Community Energy Upgrades	Renewable energy and efficiency initiatives for 8 Council buildings (solar PV and battery storage).	\$116,355	Pending

February 2025 Highlights

Community Services:

- On February 10th and 11th, the full day Staff and Volunteer training for Community Services staff and volunteers was completed, which also included first aid training.
- Barb Gray, Community Services Quality Admin Officer, was farewelled and wished all the best in her retirement. Barb was thanked for her contributions as part of the team over the past six years.
- An application for funding for Youth Week was successful, and the event will be held in Moama this year, hosted by Totem Collective Skateboarding.
- February stats:
 - Transport 951 trips

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Monthly Operational Report – February 2025

Community and Economic Development Directorate

- Social Support Individual hours 579
- Social Support Group Hours 672
- Meals on Wheels 341
- Home Maintenance hours 28
- Home Modifications \$1584.00

Eco Dev and Tourism:

- Distributed Community, Business, and Visitor Newsletters promoting grants, business resources, local events, and tourism opportunities.
- Supported the planning and delivery of various community and business events, including the Special Olympics "Polar Plunge" fundraiser, Run Echuca-Moama annual fundraiser, NextGen Connect Social Bingo Night (40+ attendees), and the 2025 International Women’s Day Long Lunch (80+ attendees).
- Worked with stakeholders on event planning, including Events on the Murray (concert series in Moama & MRC), MLALC & Yorta Yorta CEO (Football Netball Carnival - October 2025), and Sand Sculpting Australia (potential summer activation in Echuca Moama).
- Partnered with Workforce Australia – Local Jobs Program and RDA Riverina-Murray to plan the Murray Workforce Series Skilled Migration Pathways/DAMA Workshop (22 May 2025).
- Launched the Campaspe Murray Business Connect networking event (scheduled 30 April 2025) in partnership with Campaspe Shire Council, with marketing beginning in March.
- Advanced regional marketing initiatives, including Visit River Country and Echuca Moama Official Visitor Guides (McPherson Media), TikTok training to enhance digital engagement, and ongoing participation in the Country Change program to attract new residents.
- Installed Murray Downs town entry sign and continued interpretive walk signage projects for Barham River Walk, Moulamein Big Tree, Horseshoe Lagoon, and Cadell Fault.
- Collaborated with La Trobe University’s Neville Rodengren on the development of Cadell Fault interpretive signage.
- Continued marketing content development for the River Country Art Trail and installed a new road sign for the Dharnya Centre.
- Progressed the River Country Art Trail, with installations completed or scheduled:
 - Moama – Seating and bins installed.
 - Barham – Art installation scheduled (3–28 March).
 - Moulamein – Installation moved forward (24 March–18 April).
 - Tooleybuc – Geotechnical and access assessments scheduled; technical drawings expected in May.

Customer Service:

- Snap Send Solve customer response project will complete initial rollout in March 2025. This will see all customers who make a report through Snap Send Solve be contacted with updates on their reports.
- Power Apps data tracking project will commence in March 2025. This will provide more accurate data to help inform and better plan for service provision for external agencies, staffing levels, opening hours, and budgeting purposes.
- New office signage is underway, to reflect updated open hours and times at each location.
- Melissa Ferguson (Business Analyst/Software Trainer) and Georgia Lowe (Business Improvement Officer) provided training and a week of on-site support to the Call Centre team in Mathoura, in order to support the roll-out of the Compliance module of TechOne. Customer Service team reported minimal interruptions and adjusted to the new processes with ease.
- Barham Library held an author talk with Robyn Howarth on Friday February 21. 55 people attended for a very engaging event.
- The Customer Service team continue to have significant disruptions due to technology and connection issues. 27 individual issues occurred in January, and 22 in February. The most common issues relate to TechOne, 3CX (our phone system) and Eftpos (likely related to network issues). This presents significant disruptions to the services we provide and has potential reputational damages (especially when phone calls with customers drop out). Details of these have been passed onto CT in the hopes of solving some of the systemic issues.
- Staff have reported that customers are still not used to new opening days and times. Customers are still arriving on days that centres are closed and/or prior to opening.
- 2 compliments received regarding customer service team.

Grants

Round 2 of MRC Community Grants – Open, closes 7th April 2025

ClubGRANTS

- Met to discuss Round 1 applications received to 31 December 2024
- Round 2 OPEN – 31 May 2025

Grant Program	Project	\$ Requested	Outcome
Regional Economic Development and Community Investment Program.	Country University Centre- Murray River Region	\$977,929.00	Submitted/Pending
Community Building Partnerships	Upgrade to Mathoura Visitor Centre Park’s public toilets, providing modern, accessible facilities for travellers and park users.	\$93,963.00	Submitted/Pending
Youth Week 2025	Totem Collective Skateboarding Workshop - Moama	\$6,000	Successful
Local Small Commitments Allocation	Mathoura Recreation Reserve Playground Renewal	\$9,750 toward – possible project of \$60,871	Pending

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Monthly Operational Report – February 2025

Community and Economic Development Directorate

NSW Heritage Grants	Local Heritage Advisor Service: Provide a Heritage Advisor Service in the local government area of Murray River Council. Local Heritage Fund (Small Community Grants Program)	\$25,000	Pending
Regional Housing Strategic Planning	Moama Infrastructure Strategy - develop a comprehensive 25-year Infrastructure Strategy for Moama, focused specifically on the sewer and raw water networks to support ongoing growth.	\$99,025	Pending
Crown Reserves	Picnic Point Caravan Park Refurbishment of Amenities Block	\$100,818	Pending
Get Active NSW	Active Transport Strategy - The proposed Active Transport Plan aims to address the need for better walking and bike riding infrastructure within the Murray River Council (MRC) area, supporting community health, connectivity, and sustainability.	\$62,370	Pending
HSP – Enabling Infrastructure	Meninya St, Moama Public Infrastructure and Accessibility Enhancements: Car Parks, Footpaths, and Community Facilities Upgrade.	\$ 3,800,000	Pending
Country Passenger Transport Infrastructure Grant Scheme	6 New Bus Shelters to replace identified broken and damaged existing shelters.	\$84,282	Pending
Community Energy Upgrades	Renewable energy and efficiency initiatives for 8 Council buildings (solar PV and battery storage).	\$116,355	Unsuccessful

Local Connections

- Aboriginal Community Connections: Established connections through events at Njernda, Moama and Cummeragunja LALCs, Yorta Yorta Nations Aboriginal Corporation, Victoria and NSW Local Aboriginal Community Liaison Officers and Cummeragunja community members.
- Event Support: Provided funding, planning, and advertising support for community events.
- Youth Engagement: Organised events for local youth, including the Girls on Fire program focused on emergency services training.
- Arts and Culture Strategy: Assisted Economic Development in completing the strategy through community engagement.
- LEMC Connections: Strengthened connections through the Local Emergency Management Committee.
- Senior Citizen Opportunities: Created opportunities for senior citizens to socialise and celebrate their resilience.
- Council Connections: Facilitated meetings to support groups' connections to the council and new councillors.
- Grant Writing Workshops: Partnered with the Grants Officer to fund workshops, enhancing community capacity in grant applications.
- Reconstruction Authority Collaboration: Fostered relationship building between the Cummeragunja community, CRO, and RA.
- Recovery Feedback: Provided feedback to RA on recovery issues and challenges from community members.
- Youth Hub Support: Funded activities and projects for the Moulamein Youth drop-in hub.
- Community Recovery Network: Developed a database for community members to provide feedback and consultation during disasters.
- Volunteer Documents: Created a suite of documents in collaboration with the Manager of Risk and WHS Specialist, endorsed by the council.
- Volunteer Safety: Engaged the Coordinator to ensure all safety requirements are met for volunteers.
- Volunteer Registration: Initiated the registration process for all volunteers.
- Volunteer Induction Manual: Began distributing the Volunteer Induction Manual.
- Volunteer Connections: Supported CRO in connecting with volunteers from Friends of Moama Botanic Gardens and Moama Cemetery.
- Instrument Delegation: Mathoura signed an instrument delegation, empowering local authorities to make decisions and take necessary actions for support initiatives, streamlining processes.
- This summary highlights our key achievements and ongoing efforts to support and strengthen our community.

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Monthly Operational Report – February 2025

Community Services

PART A: Section Accountabilities and Team Roles

Manager Community Services			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 B - all areas P - 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											
Accountabilities			Accountabilities			Accountabilities			Accountabilities			Accountabilities			Accountabilities			Accountabilities		
Number	SBPO	Accountability	Number	SBPO	Accountability	#	SBPO	Accountability	#	SBPO	Accountability	#	SBPO	Accountability	#	SBPO	Accountability	#	SBP	Accountability
	B	Delivered Meals Program		P	Community Services Quality Systems		O	Social Respite Data Collection		O	Community Transport Program		O	Community Transport Program		P	Home Modifications Program		O	Youth Programs
	B	Comm Serv Quality Management		O	Quality Processing, Auditing and Accreditation		O	Delivery of Social Respite Care		O	Community Transport Data Collection & Reporting		O	Community Transport Data Collection & Reporting		O	Social Respite Data Collection Consolidation		O	Coordination of Youth Services
	B	Social Respite Program					O	Coordination of delivery of Meals		O	Coordination /Delivery of Meals		O	Service Data Collection		O	Home Modifications / Maintenance			
	B	Home Modifications and Maintenance Program											O	Community Services Coordinator		O	Service Data Collection Reporting			
	B	Youth Engagement Program											O	Home Modifications						
	B	Community Transport Program											O	Coordination/ Delivery Meals						
	P	Delivered Meals																		
	P	Social Respite																		
	P	Community Transport																		
	P	Youth Engagement																		
	P	Home Modifications and Maintenance																		
	O	CS Volunteers Program																		
	O	Coordination of Contract Services																		

murray river council

Monthly Operational Report – February 2025

Community Services

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%

100%

Green

Amber

Red

Under the 4 year Delivery Plan, the Community Services Unit relates to:

- deliver safe, sustainable human/social services to residents through our contract agreements held by both State and Australian Commonwealth Governments.
- 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							
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.														
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 Murrumbidgee Health Network Meetings, which meet Bi Monthly.	●					
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.														
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 outings, are also provided if we have capacity to do so. Youth Week Programs are also offered in varied locations, depending on funding allocation.						
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.														
4.11 – Community Health and Wellbeing Services including; Mental Health Services Health Services Aged Care Special care (disability housing / assisted living).														
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 the Murrumbidgee Health Network Meetings.						
	Advocate	(DP 4.11.4) Advocate for Garden of Hope Mental Health Project	B: MCS P: MSC O: MSC		✓									

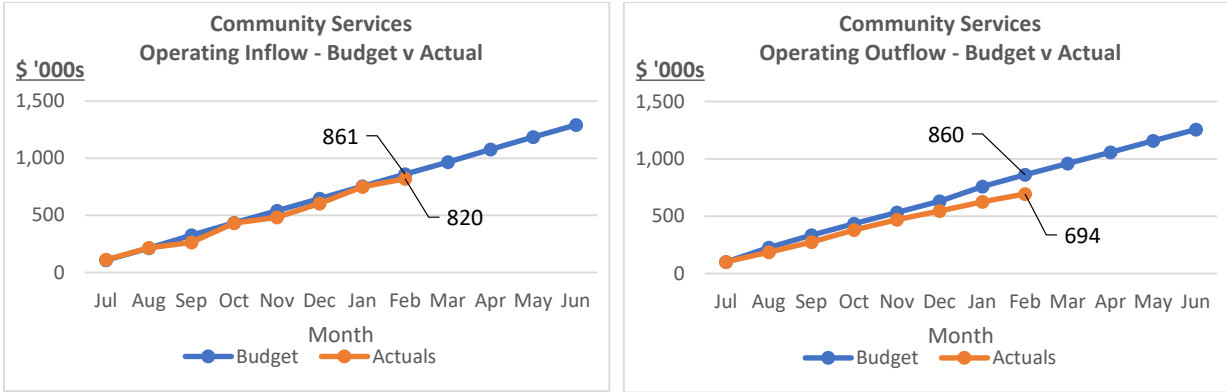
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Monthly Operational Report – February 2025

Community Services

Community Health (\$ DCED)	Deliver	(DP 4.11.7) Develop a program to recognise and address loneliness across the Council region.	B: MCS P: MSC O: MSC			✓		
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 4.12 – Continue to provide and support services in remote communities with a focus on communicating the service availability and locations.								
Service Provision (\$ 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
Theme 6 – Goal 3 – Advocate for improved public transport. 6.6 – Public Transport that connects towns								
Continue to deliver Community Transport options to a variety of community members. (\$ 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 Swan Hill bus, which runs fortnightly, and the Wakool Express which runs to Deniliquin and Swan Hill on a Fortnightly Basis. We have recently updated our Transport Brochure for our transport services, which is widely advertised in our local Area’s to promote services further. We have also been approved by TFNSW to provide CTP to Koondrook Residents.

PART C: Financial Outcomes



PART D: Project Status

PART E: Business as Usual

During February 2025 the Community Services team delivered the following supports:

Social Support – 1251 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 – 341

Home Maintenance – 28 hours

Home Modifications – \$1584

Transport –951 One-Way trips

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Monthly Operational Report – February 2025

Community Services

PART F: Service Metrics				
Escalated Customer Service Reconciliations to CEO level				
Date	Customer Compliant		Action Undertaken	<div><div></div><div></div><div></div></div>
Risk Management				
Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Farewell Barb Gray
We farewelled Barb Gray our Quality Administration officer on February 26th, wishing her all the very best in her retirement and thanking Barb for being part of our great team and contributions for the past 6 years.



First Aid Training
Community Services staff and volunteers completed their annual refresher training, as well as their First Aid updates (a requirement for Transport drivers). Training dates were 10th February in Moama and 11th February in Barham.



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Monthly Operational Report – February 2025

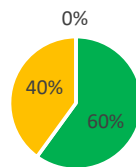
Customer Service

PART A: Section Accountabilities and Team Roles

Manager Customer Service	Coordinator Customer Service																																																																								
<p>The Manager of Customer Service, provides organisational wide direction for Customer Service, in particular overseeing the customer service team, library team, cemetery 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>Accountabilities</p> <table><tr><th>SBPO</th><th>Accountability</th></tr><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></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>Accountabilities</p> <table><tr><th>SBPO</th><th>Accountability</th></tr><tr><td>O</td><td>Bookings of all other Recreation Reserve Facilities & 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 & 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></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

Operational Plan Delivery



■ Green ■ Amber ■ Red

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.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div><div></div><div></div><div></div></div>
				1	2	3	4		
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.1 – Visitor and Resident information									
Development of a Community Directory and general information relevant to Council and local services. (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">Service NSW services are offered in Barham, Moama and Moulamein.The Service NSW Mobile Customer Service Centre visits Tooleybuc and Mathoura once a quarter.All visitations are advertised on social media and via flyers.	<div><div></div><div></div><div></div></div>
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.2 – Provide a variety of options on how people can contact Council									
Develop a community access/engagement strategy including digital platforms and by phone. (S DCED)	Deliver	(DP 2.2.1) Ensure face to face service centres are retained across the region	B: MCUSS P: MCUSS O: CCUSS	✓					<div><div></div><div></div><div></div></div>
	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	✓					<div><div></div><div></div><div></div></div>
	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">Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which will encompass digital platforms.Voice of Customer surveys commenced in 2022-23 fourth quarter to measure satisfaction rates and track customer journey. These are conducted every month.	<div><div></div><div></div><div></div></div>
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community									
2.3 – Customer Service Charter									
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">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.	<div><div></div><div></div><div></div></div>
	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">In consultation with HR.	<div><div></div><div></div><div></div></div>

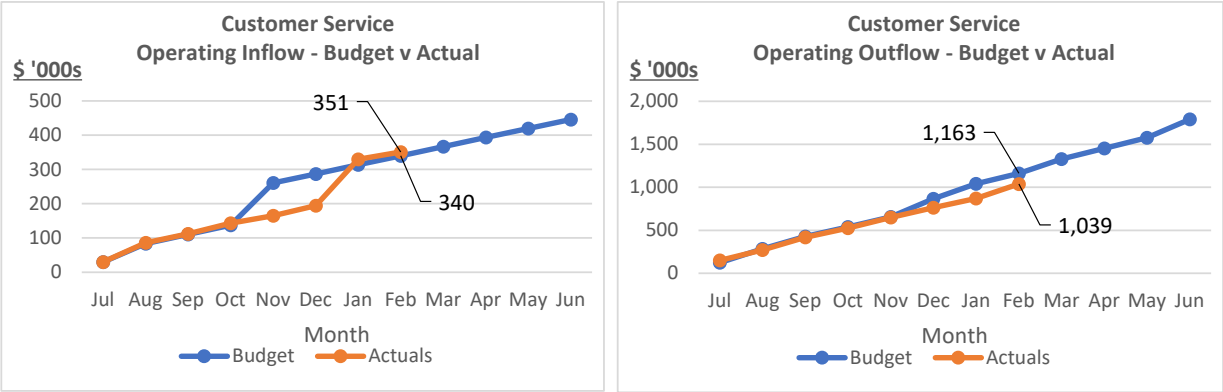
murray river council

Monthly Operational Report – February 2025

Customer Service

	Deliver	(DP 2.3.3) Development of Customer Relationship Management (CRM) process and system – phone system, knowledge management system.			✓	✓	✓	<ul style="list-style-type: none">Technology One Request Management is under development and will be implemented in 2025.Investigation of external Knowledge Management software and utilising internal applications to create a knowledge database via SharePoint that will empower Customer Service Officers to confidently answer customer enquiries at the first point of contact. This will reduce outlay while creating better efficiencies.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs. 3.12 – Cemeteries / commemoration									
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">Review commenced and ongoing by CT Management in conjunction with the Revenue Taskforce and council asset assessments.Service levels and standards for cemetery operations have been set in the Parks and Open Space Strategy	●
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging. 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 4.2.3) Increase social interaction / library programs	B: MCUSS P: MCUSS O: CCUSS	✓	✓	✓	✓	<ul style="list-style-type: none">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.Tech Savvy for Seniors programs in Barham and Mathoura.	●
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs. 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 4.12.2) Advocate for increased access to government services in smaller communities across Council - i.e. Service NSW, Services Australia	B: MCUSS P: MCUSS O: MCUSS		✓			<ul style="list-style-type: none">Response received from Service NSW who declined to include Service NSW accessibility within the Mobile Library due to having three Service Centres in LGA.	●
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 DCED)	Deliver	(DP 7.3.3) Use AI on recorded calls to provide feedback on customer satisfaction	B: MCUSS P: MCUSS O: MCUSS			✓		<ul style="list-style-type: none">Our current phone system package does not allow call recording. Investigations of telephony software are underway.	●

PART C: Financial Outcomes



murray river council

Monthly Operational Report – February 2025

Customer Service

PART D: Project Status

Customer Service and Customer Experience Strategies: The Customer Service team is currently revising and developing two key strategies: the Customer Service Strategy and the Customer Experience Strategy. Both are integral to Murray River Council’s operations, each focusing on different aspects of the customer-business interaction.

The **Customer Service Strategy** is primarily reactive, focusing on how we respond to customer inquiries, complaints, and issues. Its goal is to provide effective support and resolve problems efficiently. Key elements of this strategy include response times (across phone, email, and in-person), support channels (such as in-person, online, and social media), training for customer service agents to handle a variety of issues, problem-solving frameworks, escalation processes, and Service Level Agreements (SLAs) to ensure timely resolutions.

In contrast, the **Customer Experience Strategy** takes a holistic and proactive approach, focusing on the entire customer journey with Council—from initial discovery through to service and resolution. This strategy aims to foster a seamless, enjoyable, and meaningful relationship with customers. Key components include understanding customer needs and behaviours through data and feedback, optimising each touchpoint from request to delivery, personalizing experiences to make customers feel valued, engaging customers emotionally, building loyalty through positive interactions, and designing user-friendly interfaces, processes, and systems. Proto Partners have been engaged to support the development of this strategy, gathering valuable customer and employee insights that have shaped the foundation of Murray River Council's approach to customer experience. Implementation of a Customer Experience Strategy will create and foster a customer centric culture.

Snap Send Solve: Snap Send Solve has seen a significant uptake in our community and a decision to upgrade our existing package to further Murray River Council’s vision of a seamless approach to issue reporting and resolution. This platform provides a user-friendly experience via a mobile application for community members to report concerns. As technology continues to evolve, it is crucial for our organisation to stay ahead, ensuring that our tools not only meet current needs but also align with the latest standards in innovation. The existing version of Snap Send Solve has reached its limits, prompting the need for an upgrade that enhances its capabilities.

The primary purpose of upgrading Snap Send Solve is to elevate the user experience and to align our need for better operational efficiency by facilitating real-time information exchange, leading to a more cohesive and consistent approach to issue management. An upgrade will unlock advanced features, offer priority support, enhanced customisation and facilitate effective communication regarding progress and resolution of issue.

The benefits to Murray River Council of the Snap Send Solve upgrade we are undertaking are:

- **Enhanced Efficiency:** The platform provides a user-friendly interface that allows residents to report issues directly from their smartphones. This streamlined process eliminates the need for intermediaries and reduces the time and resources required to address concerns.
- **Improved Accountability:** Each reported issue is assigned a unique identifier, enabling Council and the user to track its progress from submission to resolution. This transparency enhances accountability and fosters trust between Murray River Council and its stakeholders.
- **Data-driven Decision Making:** Access to comprehensive data insights enables informed decision-making, allowing the organisation to prioritise resources effectively and address community needs proactively.
- **Enhanced Reputation:** By demonstrating responsiveness and commitment to addressing community concerns promptly, the Council can bolster its reputation as a proactive and customer-centric entity.
- **Real-time Communication:** The platform facilitates instant communication between residents and Murray River Council, enabling faster response times and updates on issue resolution progress. This real-time feedback loop ensures that residents are kept informed and engaged throughout the process.
- **Operational Scalability:** Snap Send Solve offers scalable solutions that can adapt to the organisation's evolving needs and growth trajectory, ensuring long-term viability and efficiency. Integration with TechOne can be provided through the Integrated Package and by adopting the Growth package now, we will establish systems and processes that will ease the transition if we choose to upgrade.

The benefits to Murray River Council’s customers are:

- **Convenience:** A user-friendly platform for reporting issues, enabling residents to submit requests quickly and conveniently from their smartphones.
- **Faster Response Times:** Real-time communication facilitates faster response times from the organisation, leading to quicker resolution of community issues enhancing liveability.
- **Real-Time Updates:** Customers receive real-time updates on the status of their reported issues, fostering transparency and trust in Murray River Council’s commitment to addressing community concerns.
- **User-Friendly Experience:** The integrated system provides a seamless and user-friendly experience for customers, simplifying the issue reporting process and enhancing overall satisfaction.
- **Community Engagement:** The improved efficiency and effectiveness of issue resolution processes contribute to a positive perception of Murray River Council within the community, strengthening engagement and trust.

We are in the process of reviewing the different types of incident requests we receive in order to customise the app and configure the platform to better meet our specific needs. As part of this, we will be working closely with various teams to ensure the information we request from customers aligns with their requirements. Additionally, we will be enabling the system to provide customers with clear information on expected timeframes when they log an incident, helping to set expectations and reduce the need for follow-up calls.

We have customised the Snap Send Solve app, and this will be regularly reviewed to ensure it meets the needs of our customers and internal teams. Customer Service Officers have begun working with key internal teams (such as the Works team) to manage customer requests efficiently and proactively update customers about their requests. Through this initiative, Customer Service Officers will also document information to continue building a centralised Knowledge Management System for all of Murray River Council to utilise. In March 2025, we will roll out this approach to all departments that receive service requests via Snap Send Solve, including Works, Water, Waste, Compliance, Buildings & Facilities, and Parks & Biosecurity.

Power Apps Data Tracking: In order to better plan for service provision for external agencies, staffing levels, opening hours, and budgeting purposes, we have a need to accurately track the number of transactions and enquiries received by the Customer Service team, as well as the time taken to service those customers. Power Apps has been identified as the most economical and accurate solution to this. *QBR2 budget bid has been approved to complete this work prior to EOFY 24/25. Manager Customer Service and Customer Service Operations Coordinator will begin working with contractor in March 2025.*

Office Signage: New office signage is underway, to reflect updated open hours and times at each location.

murray river council

Monthly Operational Report – February 2025

Customer Service

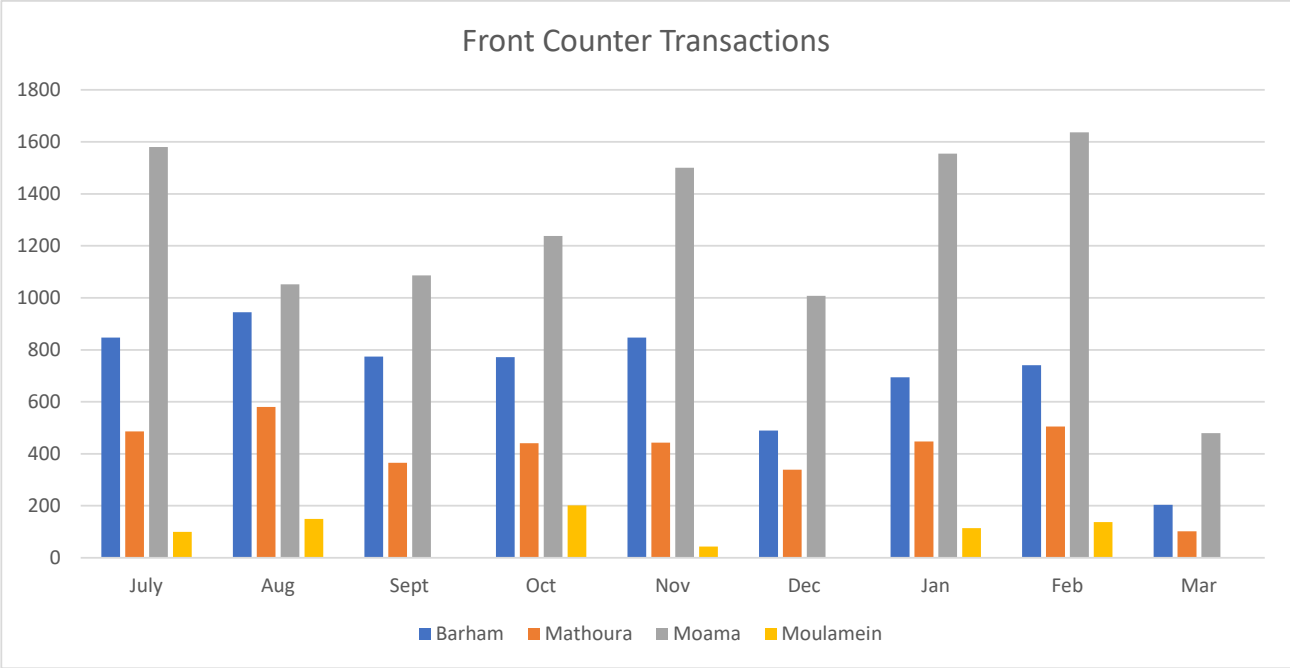
TechOne Compliance Module Training: Melissa Ferguson (Business Analyst/Software Trainer) and Georgia Lowe (Business Improvement Officer) provided training and a week of on-site support to the Call Centre team in Mathoura, in order to support the roll-out of the Compliance module of TechOne. Customer Service team reported minimal interruptions and adjusted to the new processes with ease.

Barham Library Author Talk: Barham Library held an author talk with Robyn Howarth on Friday February 21. 55 people attended for a very engaging event.

Technology Issues: The Customer Service team continue to have significant disruptions due to technology and connection issues. The team have tracked these issues throughout January and February 2025. 27 individual issues occurred in January, and 22 in February. The most common issues relate to TechOne, 3CX (our phone system) and Eftpos (likely related to network issues). This presents significant disruptions to the services we provide and has potential reputational damages (especially when phone calls with customers drop out). Details of these have been passed onto CT in the hopes of solving some of the systemic issues.

PART E: Business as Usual

Front Counter Transactions (Excluding Bank) Statistics – Summary



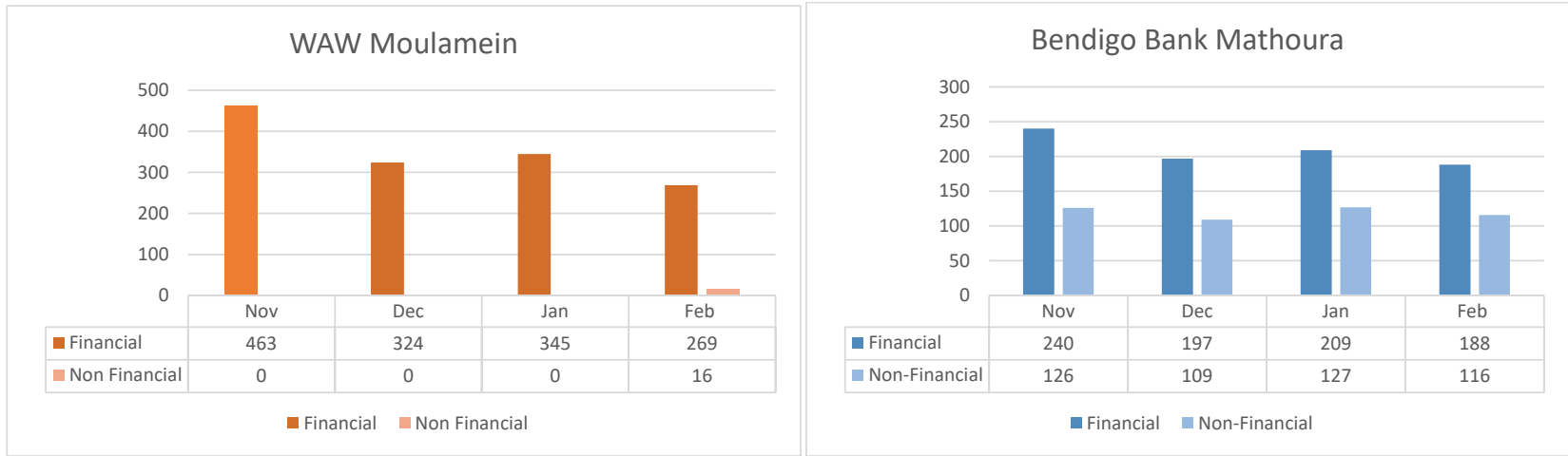
- February 2025:**
- Moama = 1636
 - Mathoura = 505
 - Barham = 741
 - Moulamein = 137

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Monthly Operational Report – February 2025

Customer Service

WAW and Bendigo Bank Monthly Transaction Statistics



WAW Moulamein

Month	Nov	Dec	Jan	Feb
Financial	463	324	345	269
Non Financial	0	0	0	16
Total transactions	463	324	345	285

Bendigo Bank Mathoura

Month	Nov	Dec	Jan	Feb
Financial	240	197	209	188
Non-Financial	126	109	127	116
Total transactions	366	306	336	304

Council is committed to enhancing financial accessibility and community support through partnerships with external financial agencies. The collaboration with BankWAW in Moulamein and Bendigo Bank in Mathoura aims to provide essential banking services to local residents, promoting economic resilience and financial inclusion. The aim of delivering these services is:

- **Enhance Accessibility:** Ensure that community members have convenient access to essential banking services, reducing the need for travel to larger towns.
- **Support Local Economy:** Foster financial understanding and support local businesses by providing resources and services that cater to the unique needs of the community.
- **Build Community Trust:** Strengthen relationships with residents by delivering reliable and transparent financial services.

The services offered include:

- **Basic Banking Services:** Account management, deposits, withdrawals, and cash handling.
- **Business Support Services:** Assistance for local businesses with banking needs, loans, and financial planning.
- **Lending Support Services:** Assistance for community members with personal lending and credit cards.

We recorded 285 transactions for Moulamein WAW in February. There was limited recorded data for the non financial transactions. This is due to resourcing issues and staff assistance from other areas to support our teams. We plan to provide adequate reporting resources from March 2025 onwards, to better record this data.

We recorded 304 transactions for Mathoura Bendigo Bank in February. Changes to bank fees may reduce the number of customers conducting over the counter deposits, withdrawals and transfers. Customers attending branches for these transactions will be charged a \$2.50 fee per transaction. This may result in a higher attendance to the branch in the early phase of the change with customers needing assistance to set up internet banking or new accounts.

MRC Call Centre Monthly Statistics

Murray River Council’s Call Centre operates within the Mathoura Customer Service Centre. It is a central point of contact for residents to address inquiries, report issues, and access information about Council services. The Call Centre team are able to provide timely and accurate responses to residents and visitors which improves overall satisfaction and trust in Council operations. Residents can easily phone Council for assistance, reducing barriers to service access. By consolidating communication through the call centre, we are able to track inquiries and effectively resolve them, ensuring a more streamlined process and improved customer satisfaction. This centralised approach allows us to identify trends, allocate resources efficiently, and provide timely updates to our residents. We are currently developing a system that will allow us to track inquiries more efficiently and access to consistent information that will enable us to resolve enquiries at the first point of contact.

Councils after-hours call centre provided by Well Done International offers significant benefits to the community by ensuring that residents have access to support beyond standard operating hours. This service enhances accessibility, allowing residents to report issues, seek assistance, or obtain information at their convenience. By providing timely responses outside regular business hours, the call centre improves overall customer satisfaction and fosters a sense of security within the community. Additionally, it enables the Council to address urgent concerns promptly, ensuring that important matters are not delayed until the next business day. This 24/7 availability enhances the Council's responsiveness and demonstrates a commitment to always serving the community effectively.

During February 2025, MRC call centre had recorded 1574 answered calls for the month, and 103 unanswered calls. The average amount of answered calls per day was 79. The After Hours call centre received 189 calls for February with 16 call outs for various matters including alarms, ranger services, drainage, potholes, break in/vandalism/damage, and water and sewer. There were 53 emails to our records team for distribution.

V/Line

The provision of V/Line agency services in Barham significantly enhances transportation accessibility for local residents. By offering ticketing and travel information directly within the community, the V/Line agency facilitates seamless connections to regional rail and bus services, making it easier for individuals to travel. This service not only simplifies the booking process but also promotes greater use of public transport, contributing environmental sustainability. Additionally, having a local agency helps foster a stronger sense of community by ensuring residents have the resources they need to navigate regional travel efficiently.

Barham CSC had 45 V/Line ticket sales in February 2025 and 24 enquiries regarding purchasing of tickets, travel times and potential journey assistance.

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Monthly Operational Report – February 2025

Customer Service

Service Requests

Council service requests typically refer to the various ways residents can reach out to their local council for assistance or to report issues. This can include services like:

- **Reporting Issues:** Such as potholes, streetlight outages, or litter.
- **Requesting Services:** Like garbage collection, road maintenance, or tree trimming.
- **Building and Planning Inquiries:** Questions about permits, zoning, or inspections.
- **Community Services:** Requests for support related to aged care.
- **Feedback and Suggestions:** Providing input on local projects or initiatives.

A request for service can be made via Council’s website via an online form, over the phone, in person at one of our customer service centres or via email.

February 2025:

Service Requests	650
Finalised	527
Phone Messages	269 (included in Service Request figures)
Snap Send Solve	35 (included in Service Request figures)

Complaints

We value the insights and experiences of our stakeholders and encourage open communication regarding any concerns or suggestions. To ensure that all voices are heard, we have established a clear and accessible process for submitting complaints and feedback. This allows us to address issues promptly and continuously improve our services. We commit to handling all submissions with confidentiality and respect, fostering an environment where constructive dialogue can lead to meaningful change.

Many of the issues we receive are referred to as ‘complaints’ when a customer contacts Council. They are called complaints because a customer is unhappy about the situation and wants something done. To Council, however, the ‘complaint’ is a request for action also known as a service request. This terminology does not reduce the importance of the issue, nor does it change the actions Council will take. However, it does help Council differentiate between a complaint and a request so that the issue can be registered appropriately in Council’s customer request management system (CRM). In general, most ‘true’ complaints, as Council defines them, are about staff behaviour, quality of service, council policy, or the outcome of a decision.

We had 6 new complaints registered in CM9 in February 2025. There were also 3 follow-up records about complaints.

We also received 1 in-person complaint regarding the change of hours.

Customer Service staff in Barham have reported to management that “we generally have two or three people at the door waiting on Tuesday mornings as a result of altered hours”, and “we have had many disgruntled & angered customers feeling services in small towns are reducing all the time”. Additionally, there is an “average of 12-15 customers attending on Mondays” when the office is closed to the public. We have not received any formal complaints from these customers.

Compliments

We received 2 compliments specifically for the Customer Service team in February 2025.

- Intereach staff member complimented the Moulamein library, and Ricki-Lea Ring being accommodating and helpful. – “Ricky was always welcoming, and I watched as she created a safe space for other members of the community. The Moulamein library really is a hub of inclusivity due to Ricky’s care for the community.”
- Courtney Dean (Communications Coordinator) complimented the Barham customer service staff members (specifically Diane Upton and Melissa Hatty) – “I notice our CS staff are dealing with an increased influx of customers... Di and Mel are managing the customers beautifully, with customers more than happy to wait, or come back. I also note the number of compliments they are getting about how helpful they are.”

Cemeteries

Cemeteries are an important community asset and provide essential infrastructure and services to the community. Our cemeteries provide a place of interment for deceased persons and cremated remains and are accessible, aesthetic, respectful and cater for a range of religious needs and cultural requirements. Murray River Council maintains seven cemeteries and are responsible for the administration, maintenance and conservation of environmental and heritage elements within these cemeteries. The cemeteries under Council’s authority include Moama, Mathoura Lawn, Mathoura Pioneer, Barham, Moulamein, Tooleybuc and Womboota (closed).

We had a total of 5 interments for February 2025.

Cemetery	Interment	Occupied	Vacant	Reserved
Barham	1 Burial	1354	461	58 (70 Unavailable)
Mathoura Lawn	0	176	55	1 (1 Unavailable)
Mathoura Pioneer	0	430	312	16
Moama	3 Burials	1922	1281	137 (84 Unavailable)
Moulamein	1 Burial	449	271	7
Tooleybuc	0	151	192	34

murray river council

Monthly Operational Report – February 2025

Customer Service

Tourism

The visitor information outlet at Mathoura serves as a vital resource for travellers and locals alike, providing comprehensive information on local attractions, events, and services. This outlet enhances the visitor experience by offering maps, brochures, and personalised recommendations, ensuring that guests can make the most of their time in the area. By connecting tourists with valuable resources and information, we help boost the local economy and enhance the overall appeal of our community as a destination, encouraging visitors to explore the unique offerings of the region.

All customer service centres across the local government area play a crucial role in promoting indirect tourism services, benefiting both their towns and the surrounding communities. By offering information on local attractions and events, these centres help to enhance the visitor experience and encourage exploration of the region. This support not only attracts tourists but also fosters a sense of collaboration among towns, as residents and visitors alike are informed about nearby destinations and activities. By promoting local businesses and attractions, customer service centres contribute to the economic vitality of the entire area.

Libraries

Barham Library: *Barham Library hosted a variety of engaging programs throughout February, catering to different age groups and interests.*

Regular Programs:

- ***Move & Groove** continues every Thursday morning at 10:30 am, offering children an interactive session of songs, dancing, storytelling, and craft activities.*
- ***Saturday Storytime** featured Keven the Sheep by Isobel Scott on 8th March, with children creating themed masks. The next session, scheduled for 12th April, will have an Easter theme.*
- ***The Social Book Chat Group** meets every Tuesday at 10:00 am, providing a space for book discussions and current event conversations.*
- ***Cryptic Crossword Workshops** run every Friday at 1:30 pm, offering participants a chance to improve their puzzle-solving skills in a social setting.*

Special Events:

- *On 21st February, Barham Library welcomed author Robyn Howarth for a discussion on her book Faraday – A Community Rediscovered. The well-attended event saw over 50 participants engaging in a lively Q&A session.*
- *The library participated in the **Ageing Expo in Barham** on 6th March, sharing information on programs such as Tech Savvy Seniors, Be Connected digital mentoring, Book Chat, and home delivery services.*
- *On 25th March, children’s author Susea Spray will visit for a special storytime launch of her book A Day on the Brine, featuring stories, songs, and craft activities.*

Upcoming and Ongoing Initiatives:

- *A new six-session **Tech Savvy Seniors program** will begin on 19th March and run until 23rd April, with 12 participants already booked.*
- ***Digital Help Sessions** continue to be available through the Be Connected and Digital Mentoring program, offering assistance with devices and technology.*

Barham Library remains committed to providing engaging and educational activities for the community. Enquiries and new participants are always welcome.

Moulamein Library: *February was business as usual at Moulamein library. With School back, the attendance of children has increased as they visit after school. Staff are working on refreshing the collection, with a range of new books arriving. Moulamein library is currently working on a new Book Club program and Story Time, to better engage parents and their young children.*

Mathoura Library: *February 2025 was a “business as usual” month at Mathoura Library, with steady engagement across group activities and daily attendance. Mathoura library is currently working on a Tech Savvy Seniors program, planning to launch in May 2025.*

- ***Grant Planning and Collection Development:** Discussions and planning are underway regarding Priority Grant Funding, ensuring the library can continue to expand and enhance its offerings. A total of \$4,000 in new collection orders has been completed, bringing fresh resources to the community.*

Mobile Library: The Mobile library service is suspended until we have adequate resourcing.

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

We offer Service NSW agency services at our Barham, Moulamein and Moama customer service centres, significantly improving residents' access to essential government services. This service allows locals to complete various transactions, such as renewing licenses, registering vehicles, and accessing vital information and by offering these services locally, we reduce the need for residents to travel long distances, saving time and making essential services more reachable. Additionally, customer service staff are trained to assist with inquiries and guide residents through the process, ensuring a smooth and efficient experience. This integration of Service NSW services improves community engagement and reinforces our commitment to delivering comprehensive support to our residents, ultimately fostering a more connected and informed community.

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Customer Service

SNSW Transactions 2024	Quarter 2										
	GLS	OLGR	Drives	Total			Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
Barham	24	16	1262	1302			5900	2636	89%	3264	45%
Moama	110	52	4302	4464			18000	9105	101%	8895	51%
Moulamein	5	2	378	385			2200	805	73%	1395	37%

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

Service NSW have set yearly targets and meeting these established targets directly relates to the monthly disbursement of the set annual fee for each centre. Targets are set around three business areas that are listed above and our results for each branch are communicated quarterly. Our annual target for each agency is as follows:

Barham 5900
Moama 18000
Moulamein 2200

Moama is on target with SNSW goals. Barham and Moulamein are below targets. These figures do not include enquiries or repeat visits for a transaction.

Voice of Customer

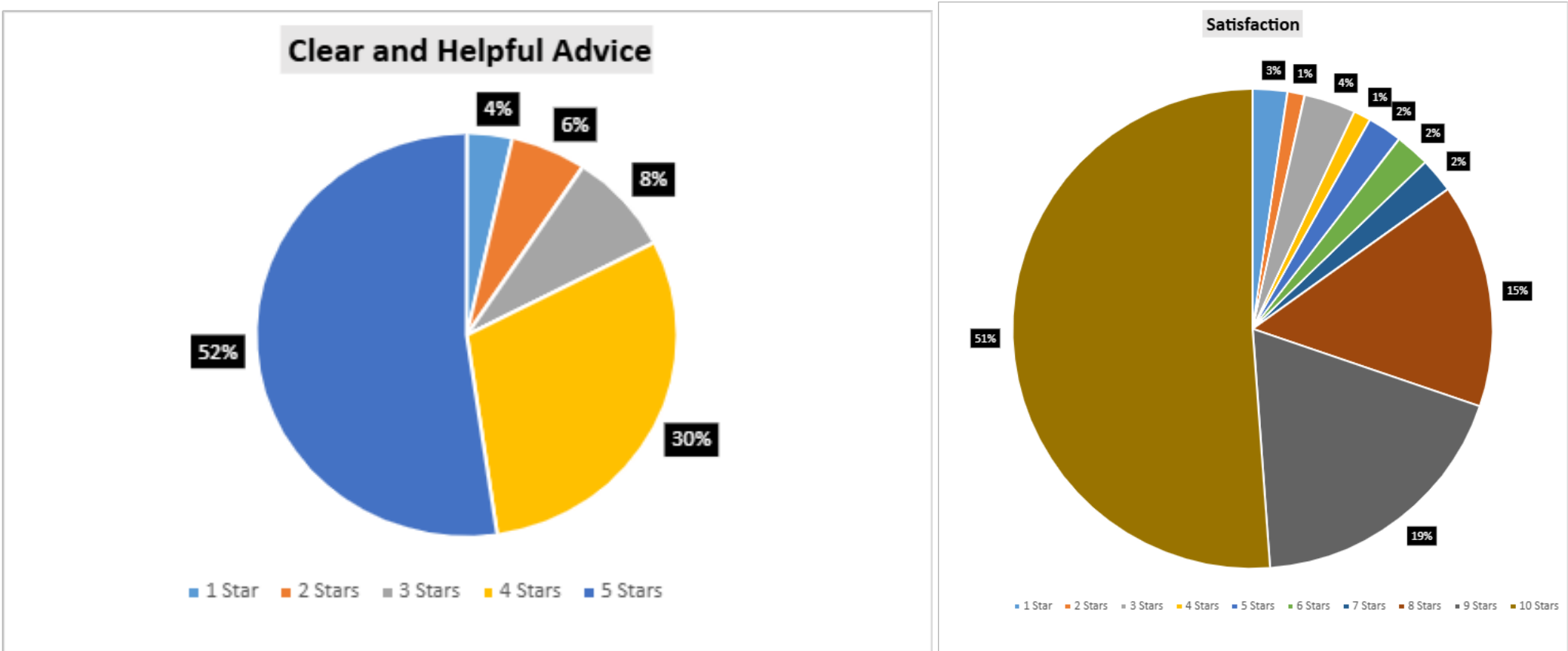
Voice of Customer (VoC) is the first step in understanding our customers’ expectations and where we rate in terms of satisfaction and service provision. The information collected from Voice of Customer calls allows Murray River Council to recognise gaps, pain points for the customer, preferences, expectations, and problems to solve and use that data to make changes that will improve the end-to-end experience for our customers and stakeholders. We conduct customer surveys or follow up calls on a weekly basis to gain insights from our customers around current enquiries. This provides the Customer Satisfaction levels that are reported in the Monthly Operational Reports.

We conducted 86 successful follow-up calls in February 2025. We received a score of 84.4% for Clear and Helpful Advice and 86.2% for Satisfaction.

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Monthly Operational Report – February 2025

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. This is ongoing as we experience resourcing changes regularly.	<div><div></div><div></div><div></div></div> <div></div>
	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	<div><div></div><div></div><div></div></div> <div></div>

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

murray river council

Monthly Operational Report – February 2025

Customer Service

Date	Customer Complaint	Action Undertaken	<div><div></div><div></div><div></div></div>

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

The Customer Service Department at Murray River Council faces several challenges that impact our ability to deliver optimal service to the community. These challenges stem from technological limitations, training constraints, staffing dynamics, and the need for consistent coverage across various services.

1. Technology Limitations
One of the primary challenges is the lack of supportive technology that meets our operational needs. Our current systems often face interruptions, leading to delays in service delivery and increased frustration for both staff and customers. These technical issues hinder our ability to provide timely responses and can compromise the overall customer experience. There is a pressing need for upgrades and more reliable solutions to streamline processes and improve efficiency.

2. Training Constraints
Training staff effectively is another significant hurdle. Finding time within our busy schedules for comprehensive training can be challenging, especially when external agencies are involved. Long wait times for training sessions further exacerbate the issue, leaving staff feeling unprepared to handle customer inquiries confidently. This can lead to inconsistencies in service delivery and increased stress on the team.

3. Staffing Dynamics
Customer service acts as the entry point for the council, and as such, it often experiences turnover as highly trained staff move to other departments. While this mobility is beneficial for the organisation, it poses a significant challenge for our team. Losing experienced staff means we must frequently start the training process anew, which disrupts team cohesion and can impact service quality during transitions.

4. Coverage During Leave
Another challenge we face is adequately covering external agency services during periods of staff leave. Ensuring that all necessary services continue to operate smoothly requires careful planning and often places additional strain on remaining team members. Without sufficient staffing, there can be delays in service response times, resulting in a less than satisfactory experience for our customers. Addressing these challenges is essential for the continued success of the Customer Service Department. By investing in supportive technology, streamlining training processes, and developing strategies for staff retention and coverage, we can enhance our service delivery and better meet the needs of our community.

We also have several areas of opportunity, where we can improve service delivery and the experience for our customers and agents with self-service and omnichannel technologies, flexibility through reduction of service centre operational hours for resourcing and training, data driven insight for resource allocation, streamlined processes and efficiency improvements, and a centralised Knowledge Management System.

1. Self-Service and Omnichannel Technologies
We are looking into offering customers seamless self-service options across multiple channels, allowing them to find solutions at their convenience, reducing wait times and improving satisfaction. Additionally, by integrating omnichannel capabilities we ensure customers can seamlessly transition between channels (e.g., chat, email, voice, counter) without having to repeat their issue, enhancing overall experience.

2. Flexibility Through Reduction of Service Centre Operational Hours for Resourcing and Training
We intend to optimise service centre operations by adjusting hours based on customer demand and operational capacity, ensuring team members are well-rested and properly trained to handle inquiries more effectively. This also allows for more focused and productive training sessions, resulting in more knowledgeable agents and better service delivery.

3. Data-Driven Insight for Resource Allocation
Introducing technologies with the capability to provide real-time data analytics to predict peak demand times, customer behaviour patterns, and resource requirements, will allow for more precise allocation of staff. This reduces wait times, improves resolution times, and optimises the customer experience.

4. Streamlined Processes and Efficiency Improvements
Automate routine tasks and improve processes to reduce manual work, minimise mistakes, and speed up service. This will allow team members to focus on more important issues, making the whole process faster and improving both efficiency and customer satisfaction.

5. Centralised Knowledge Management System
Implement a centralised knowledge management system that allows both customers and agents to easily access up-to-date, accurate information. This ensures that team members can provide consistent, informed answers quickly, and customers can self-serve with minimal frustration.

- February 2025 Highlights:
- *Snap Send Solve customer response project will complete initial rollout in March 2025. This will see all customers who make a report through Snap Send Solve be contacted with updates on their reports.*
 - *Power Apps data tracking project will commence in March 2025. This will provide more accurate data to help inform and better plan for service provision for external agencies, staffing levels, opening hours, and budgeting purposes.*
 - *New office signage is underway, to reflect updated open hours and times at each location.*
 - *Melissa Ferguson (Business Analyst/Software Trainer) and Georgia Lowe (Business Improvement Officer) provided training and a week of on-site support to the Call Centre team in Mathoura, in order to support the roll-out of the Compliance module of TechOne. Customer Service team reported minimal interruptions and adjusted to the new processes with ease.*
 - *Barham Library held an author talk with Robyn Howarth on Friday February 21. 55 people attended for a very engaging event.*

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Customer Service

- The Customer Service team continue to have significant disruptions due to technology and connection issues. 27 individual issues occurred in January, and 22 in February. The most common issues relate to TechOne, 3CX (our phone system) and Eftpos (likely related to network issues). This presents significant disruptions to the services we provide and has potential reputational damages (especially when phone calls with customers drop out). Details of these have been passed onto CT in the hopes of solving some of the systemic issues.*
- Staff have reported that customers are still not used to new opening days and times. Customers are still arriving on days that centres are closed and/or prior to opening.*
- 2 compliments received regarding customer service team.*

murray river council

Monthly Operational Report – February 2025

Economic Development and Tourism

PART A: Section Accountabilities and Team Roles

Manager of Economic Development and Tourism		Economic Development Officer		Tourism Development Officer		Tourism Marketing and Events Officer		Grants Officer		Business Support Officer	
SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
B	Economic development	P	Economic development	P	Tourism product development	P	Destination branding and marketing	P	Grant identification and applications (organisation wide)	O	Community and Economic Development Admin
B	Community development	P	Community development	P	Visitor servicing	P	Tourism events	P	Award identification and applications (organisation wide)	O	Community Events
B	Destination branding and marketing	P	Community events	O	Tourism events - support and approvals	O	Tourism events - support, delivery and attraction	P	Grant reporting and acquittals	O	Regular ED&T communication to community
B	Community events	P	Tourism and community signage	O	Tourism industry development	O	Destination branding and marketing	P	MRC Financial Assistance Program	O	Section 355 Administration
B	Tourism events	P	Arts and culture	O	Visitor servicing	O	Tourism industry engagement	P	Administration of MRC ClubGrants committee	O	Stakeholder engagement
B	Tourism product development	P	Arts and culture strategy	O	Tourism product development	O	Being informed of industry best practice and trends	P	Regular ED&T communication to community		
B	Tourism and community signage	P	Attraction and retention of residents and workers			O	Stakeholder engagement	O	Grant identification and applications (organisation wide)		
B	Visitor servicing	O	Tourism and community signage					O	Award identification and applications (organisation wide)		
B	Arts and culture	O	Attraction and retention of residents and workers					O	Grant reporting and acquittals		
B	Grant sourcing	O	Community development					O	MRC Financial Assistance Program		
B	MRC financial assistance program	O	Stakeholder engagement					O	Administration of MRC ClubGrants committee		
B	Community and economic development admin management	O	Arts and culture					O	Community grants support and education (and Q&A)		
B	Attraction and retention of residents and workers	O	Economic development					O	Stakeholder engagement		
		O	Adverse events planning coordination and delivery								
		O	Arts and culture strategy								

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Monthly Operational Report – February 2025

Economic Development and Tourism

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

03%

97%

Green

Amber

Red

Under the 4 year Delivery Plan, the Economic Development and Tourism actions relate to strengthening eeconomic 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	<div> <div></div> <div></div> <div></div> </div>
				1	2	3	4		
<div>Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community</div> <div>2.1 – Visitor and Resident information</div>									
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	<div>B: MEDT</div> <div>P:</div> <div>O:</div>	✓				<div>A Live, Work, Invest website is Live, including a Community Directory. Work to promote this is ongoing.</div> <div>SEPTEMBER: Development of the Live, Work, Invest website and community directory is ongoing. 80% completed. Marketing Plan for the launch of the site and supporting collateral is drafted in preparation for the launch mid-October.</div> <div>OCTOBER: The Live, Work, Invest website has been completed in the month of October and will be reviewed by ELT prior to being launched to the public mid-November. A Community Directory will be available as part of the site.</div> <div>NOVEMBER & DECEMBER The Live, Work, Invest website featuring the community directory was successfully launched on December 4, 2024 across web, social media and email. The Community Directory has had a total of 4 businesses sign up to date and will continue to be promoted in 2025. Work to grow the community directory will be ongoing.</div>	<div></div>
<div>Theme 2 – Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers</div> <div>2.6 – Improve externally provided information and communication.</div>									
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	<div>B: MEDT</div> <div>P:</div> <div>O:</div>		✓			Economic Development and Tourism staff regularly consider how to best provide visitor information, across the Council area.	<div></div>
	Deliver, Partner, Advocate	(DP 2.6.6) Investigate and undertake a business case for creating a Community Directory including <div> <div>1. housing or ‘New to town’ concierge service</div> <div>Trades directory</div> </div>	<div>B: MEDT</div> <div>P:</div> <div>O:</div>		✓			<div>A Community Directory was launched as part of the Live, Work, Invest website in December 2024 and is available for all local businesses, community groups and organisations to register and be listed on the directory. Work to build the directory and listed services will be ongoing in 2025.</div> <div>SEPTEMBER: New Resident’s Kit is live on Council’s website and hard copies have been provided to real-estate agents in Echuca-Moama, Barham and Moulamein. Libraries in Echuca, Barham and Moulamein will be receiving copies in the month of October.</div> <div>OCTOBER: Relocation advice will soon be available on the Live, Work, Invest website, scheduled to launch in mid-November. The site will also include a dedicated community directory.</div> <div>NOVEMBER & DECEMBER A Community Directory was launched as part of the Live, Work, Invest website on the 4 December 2024 and is now available for all local businesses, community groups and organisations to register and be listed on the directory. Work to build the directory and listed services will be ongoing in 2025.</div>	<div></div>

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Economic Development and Tourism

	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.	●
Theme 2 – Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).									
2.8 – Community and Council collaboration									
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 The MRC ‘Collaborative Communities – Your Ideas into Action Kit’ has been developed and shared with community (ongoing) to support them achieve their priority projects. Grant opportunities are communicated to community groups via direct contact and via the community email newsletters, sent each month. JULY Three newsletters were distributed through the month of July and included: 4 July 2024 – eight Grant funding opportunities 18 July 2024 – six Grant funding opportunities 30 July 2024 – four Grant funding opportunities AUGUST Two newsletters were distributed through the month of August and included: 9 August 2024 – six Grant funding opportunities 26 August 2024 – six Grant funding opportunities SEPTEMBER Grants Officer meet with and helped the following Community Groups to assist with grants and to further projects: <ul style="list-style-type: none">Moulamein Tennis ClubMoulamein Racing ClubTooleybuc Manangatang Football Netball ClubTooleybuc Cricket Club 2 newsletters were distributed and included: <ul style="list-style-type: none">5 September 2024 – five grant opportunities20 September 2024 – six grant opportunities Direct emails with grant opportunities were also sent to: <ul style="list-style-type: none">Echuca Moama Field and GameTooleybuc Manangatang FNCTooleybuc Cricket ClubCummeragunja Local Aboriginal Land Council OCTOBER <ul style="list-style-type: none">The Grants Officer met with Moama RSL to explore potential funding options and discuss upcoming project ideas. 3 Newsletters and 1 Targeted EDM were sent in the month of October. These included: <ul style="list-style-type: none">4 October – Visitor Newsletter promoting events, activities and things to do in October15 October – Community Newsletter including 4 grant opportunities25 October – November Visitor Newsletter promoting events, activities and things to do in November28 October – Small Business Breakfast Launch to support the growth and development of small businesses A dedicated Business Newsletter is in development to provide targeted information, resources, news and events to the Murray River Council Business community. The first Business newsletter will be sent in November. The Business Unit Support Officer sent one Community Newsletter. This edition included promotion of MRC Return & Earn Depot, Community Grants Round 2 (opening 2 December 2024) and three funding opportunities. NOVEMBER & DECEMBER A new monthly Business Newsletter was launched in November, with a total of four newsletters sent between November and December. Additionally, two targeted EDMs and three event EDMs were sent to promote the Small Business Breakfast on December 6. <ul style="list-style-type: none">7 November: Business Newsletter promoting business resources, webinars, courses, business news, and grant opportunities.27 November: Dedicated Electric Vehicle Grant email promoting EV charging station opportunities.	●

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Economic Development and Tourism

								<ul style="list-style-type: none">29 November: Visitor Newsletter promoting events, activities, and things to do in December.29 November: Community Newsletter including four grant opportunities and community news and updates.6 December: Business Newsletter promoting business news, opportunities, grants, and business events. <p>JANUARY</p> <ul style="list-style-type: none">11 January: Community Newsletter including 2 grant opportunities14 January: Business Newsletter promoting business news, resources, webinars, events, grants and opportunities23 January: Visitor Newsletter promoting activities, events, and things to do in February <p><i>FEBRUARY</i></p> <ul style="list-style-type: none"><i>28 February: Community Newsletter including 4 grant opportunities (plus MRC Community Grants up to \$3,000)</i><i>20 February: Business Newsletter highlighting upcoming business events, Moama dental success story and 5 grant opportunities</i><i>28 February: Targeted EDM promoting Grants Guy Roadshow</i><i>26 February: Visitor newsletter promoting local attractions, events and things to do in March</i>	
		(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>Staff regularly provide information and support to community groups to support their projects.</p> <p>JULY</p> <p>Tourism Events and Marketing Officer met with Mathoura Speed Shear Committee to assist in the promotion of this year’s event. Grants Officer met with:</p> <ul style="list-style-type: none">Friends of Old Moama: to discuss their Jinker Shed project and suitable grant opportunities.Wakool Soldiers Heritage Walk Committee: Conducted a site visit and meeting to review their project and progress and discuss their future initiatives. <p>Grants Officer provided Letters of support:</p> <ul style="list-style-type: none">Tooleybuc Manangatang Football Netball Club: Provided grant advice and a letter of support.Moama Cricket Club: Provided a letter of support for their facility expansion project. <p>AUGUST</p> <p>Grants Officer supported the following Community Groups to further projects:</p> <ul style="list-style-type: none">Border FlywheelersFriends Of Old MoamaEchuca Moama Triathlon Club <p>Tourism Events and Marketing Officer supported various event organisers, including meeting with Mathoura Events Committee to assist with Mathoura Christmas Carols as well as to revive the Mathoura Fishing Classic.</p> <p>SEPTEMBER:</p> <p>Economic Development Officer met with the C4EM Workforce, Education, Training and Leadership Subcommittee to discuss future initiatives and opportunities to support growth and development in education, training and workforce development. The Economic Development Officer also met with Murray Connect in Barham regarding hosting a Small Business Workshop In November 2024 to support skills growth and development.</p> <p>Grants Officer meet with and helped the following Community Groups to assist with grants and to further projects:</p> <ul style="list-style-type: none">Moulamein Tennis ClubMoulamein Racing ClubTooleybuc Manangatang Football Netball ClubTooleybuc Cricket Club <p>The Grants Officer and Community Recovery Officer attended a community information session in Moulamein regarding the potential establishment of local Community Foundations.</p> <p>Tourism, Events and Marketing Officer made significant strides in strengthening partnerships with local community groups, emphasising community-driven projects. Specifically:</p> <ul style="list-style-type: none">Collaborated with the Moulamein Automotive Group to promote and facilitate the Show N Shine event, successfully driving local engagement and participation.Worked closely with Riverdaze Event Organiser Faye Ashwin to support the planning and marketing of the Riverdaze 2025 event, ensuring effective coordination and promotion.	●

							<ul style="list-style-type: none"> Continued our partnership with the Mathoura Events Committee to provide assistance with their key community events, such as Australia Day celebrations and the Christmas Carols, both of which are vital to the community's cultural fabric. Proactively reached out to the organisers of Mathoura Speed Shear and the Koondrook Barham Show to offer marketing support for these events, aiming to enhance visibility and attendance through targeted promotion efforts. <p>These efforts reinforce our commitment to fostering strong relationships with local groups to deliver successful, community-focused events and projects.</p> <p>October The Tourism, Events, and Marketing Officer has actively pursued partnerships with local community groups to implement and enhance community-driven projects, focusing on meaningful engagement and support for events that showcase regional pride. Key initiatives include:</p> <ul style="list-style-type: none"> Collaboration with Moama Lions Club: Worked together to promote the Moama Christmas Carols, achieving increased local engagement and community participation. Support for Riverdaze 2025 Planning: Continued close coordination with Riverdaze Event Organiser, Faye Ashwin, to assist with event planning and marketing strategies, ensuring successful promotion and smooth event logistics. Ongoing Partnership with Mathoura Events Committee: Provided assistance for key events, including the Australia Day celebrations and Christmas Carols, while supporting efforts to revive the Fishing Classic, fostering local traditions and community spirit. Outreach to Moulamein Races Organisers: Proactively offered marketing support to enhance event visibility and attendance, aiming for broader community awareness and increased participation through targeted promotional efforts. Collaboration with Murray Downs Golf Course for NSW Open Promotion: Collaborated with Murray Downs Golf Course to support the promotion of the 2024 NSW Open, scheduled for November. This partnership aims to enhance event visibility, attract visitors, and showcase Murray Downs as a premier golfing destination within the region. <p>NOVEMBER/DECEMBER: Grants Officer meet with and supported the following Community Groups to assist with grants and to further projects: Meetings and Support:</p> <ul style="list-style-type: none"> Museum Advisor - Preparations underway for the Murray River Collections Project, commencing February 2025. Moama Cricket Club – Provided assistance to apply and complete Grant application. Girls on the Rise – Provided consultation on suitable grant opportunities. Campaspe Shire Collaboration: Planning “Abilities Unleashed,” a joint initiative event for adults and children, scheduled for October 15th, 2025. <p>The Economic Development Officer coordinated and organised Council services and event approval for the Mathoura and Moama Carols by Candlelight events in December, assisting both committees with council requirements. Additionally, the Economic Development Officer supported numerous committees and event organisers with upcoming 2025 events, including:</p> <ul style="list-style-type: none"> Moama Cycling Club Winter Race Series Echuca Moama Triathlon Club Junior and Senior events Tough Tilly Day Moama RSL ANZAC Day service and march Other events <p>The Tourism, Events, and Marketing Officer has continued to strengthen connections with local community groups, emphasising meaningful engagement and support for initiatives that celebrate regional identity and bolster community participation. Key activities include:</p> <ul style="list-style-type: none"> Collaboration with Mathoura Events Committee: Coordinated and marketed the Mathoura Christmas Carols event, ensuring effective promotion and increased local engagement. Planning with Barham Consolidated: Worked collaboratively to identify and develop low-cost events aimed at attracting tourists during quieter months, helping to sustain community activity and interest in the region. Promotion of the Moulamein Cup: Maintained consistent marketing efforts to enhance the visibility of the Moulamein Cup, encouraging attendance and showcasing the event as a key attraction within the community. <p>January The Economic Development and Tourism Team continued to foster strong relationships with local community groups, providing promotional support, strategic guidance, and assistance with event planning to enhance engagement and participation.</p>
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Monthly Operational Report – February 2025

Economic Development and Tourism

						<div><div>Key Activities:</div><ul style="list-style-type: none">• Southern 80 Boat Display: Collaborated with the Southern 80 team to promote the boat display, ensuring visibility and community interest in place of the cancelled Southern 80 event.• Mathoura Australia Day Event: Supported the coordination and promotion of Mathoura’s Australia Day celebrations, driving local participation.• Fishing Competitions: Assisted in promoting both the Moulamein and Koondrook Barham Fishing Competitions to attract visitors and boost community involvement.• Barham Australia Day Lilo Race: Provided promotional support to encourage attendance and increase awareness of Barham’s Lilo Race.• Wakool Sheep Races & Show: Enhanced promotional efforts to increase interest and attendance, reinforcing the event’s importance within the local calendar.• Echuca-Moama New Year’s Eve Fireworks 2025: Assisted with planning the potential NYE Fireworks display and associated events.• 2025 Australia Day Events: Collaborated with committees across the MRC LGA to complete event application forms, risk management plans, insurance applications, and all council requirements.• Run Echuca-Moama 2025: Supported planning and event approval processes in coordination with CLRS and Campaspe Shire Council.• AutoFest 2025: Worked with event organizers to ensure the successful planning and execution of the event.• Australia Day Events: Assisted six community groups in planning and delivering Australia Day celebrations across Mathoura, Barham, Wakool, Tooleybuc, Moulamein, and Koraleigh.<div><div>Photos from Australia Day Celebrations:</div><p>Crs. Harvie, Campbell and Berryman attended dinner at Riverbank Moama on the eve of Australia Day with Ambassador Gwenda Darling and her assistance dog Redleigh.</p>A photograph showing four people (three women and one man) and a small dog sitting around a dark wooden table in a restaurant or cafe. There are glasses of water, plates of food, and a pepper mill on the table. The background shows a window with a view of greenery.<div>Mathoura Event:</div><p>Young Citizen of the Year – Katelyn Eddy Young Sportsperson of the Year – Connor Wilson (accepted by Aunty) Community Event of the Year – Run Echuca Moama Arts/Culture Award – Echuca Moama Theatre Company</p></div></div>	
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Economic Development and Tourism

						<div><p>Moulamein Event: L-R Mayor Cr. John Harvie, Sportsman of the Year – Heath Moloney, Community Group of the Year – Moulamein Automotive Club Inc., Citizen of the Year – Alan Fielding, Australia Day Ambassador Gwenda Darling.</p><p>Mayor Cr John Harvie and Australia Day Ambassador Gwenda Darling with assistance dog Redleigh.</p></div>	
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Economic Development and Tourism

								
<p>The Grants Officer has been collaborating with surrounding councils to organise the Grants Guy Roadshow, offering free Grants Writing Workshops to communities across Swan Hill, Gannawarra, Balranald, and Murray River Council areas.</p> <ul style="list-style-type: none">• Moulamein Workshop: Scheduled for Tuesday, 26 March, at the Moulamein Bowling Club.• Barham Workshop: Scheduled for Wednesday, 27 March, at CluBarham. <p>These workshops aim to equip local groups and individuals with essential skills for successful grant applications.</p> <p>February</p> <ul style="list-style-type: none">• <i>Met with the Special Olympics Echuca Committee to discuss potentially hosting a fundraising "Polar Plunge" event at Moama Beach.</i>• <i>Met with Events on the Murray to discuss a series of Music concerts and events in Moama and MRC</i>• <i>Supported the delivery of numerous community events and aided Run Echuca-Moama in planning their annual fundraiser.</i>• <i>Met with MLALC & Yorta Yorta CEO to discuss the Football Netball Carnival they hope to host in October 2025. Information on planning their event has been provided and support is ongoing.</i>								
Theme 4 – Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.								
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 4.2.2) 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 JULY NAIDOC Week activities took place at Bunnaloo, Moama and Barham Primary Schools Theme: Keep Fire Burning- Blak, Proud and Loud. The artists involved were Debbie Flower (weaving) and Brett Ross (visual artist painting and mixed media). Council’s Moama Lights event was delivered, which included an ice-skating rink, a low-sensory session, and involved community volunteers to help deliver the event. August Tourism Events and Marketing Officer supported various event organisers, including meeting with Mathoura Events Committee to assist with Mathoura Christmas Carols as well as to revive the Mathoura Fishing Classic. NOVEMBER & DECEMBER The Economic Development Officer joined the NextGen Connect Committee to assist with the development and establishment of a community-led group aimed at supporting young professionals with networking, professional development, and social connection. Efforts to help the group organise and establish a long-term structure will be ongoing. Additionally, the Economic Development Officer has been working with Workforce Australia – Murray Riverina Local Jobs Program to establish a series of Workforce Events in 2025. The first event, scheduled for January 29, 2025, will focus on apprenticeships and traineeships, helping local students, job seekers, and businesses navigate the requirements and opportunities locally. These events will aim to upskill local job seekers, employers, and students in various areas.	

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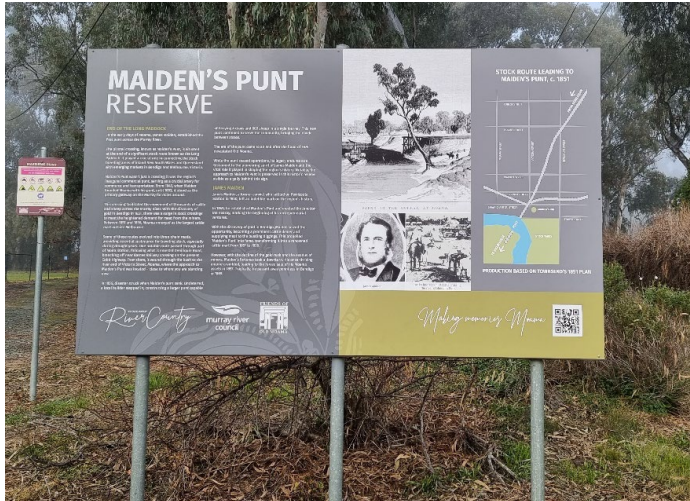


Economic Development and Tourism

								<p>JANUARY</p> <p>The Economic Development Officer delivered a Trainee & Apprenticeship Workshop on Wednesday, 29 January 2025 in partnership with Workforce Australia – Murray Riverina Local Jobs program. The workshop brought together 28 local businesses, job seekers, employment agencies, and not-for-profits to network and learn about the current trainee and apprenticeship landscape.</p> <p>The Grants Officer has been collaborating with surrounding councils to organise the Grants Guy Roadshow, offering free Grants Writing Workshops to communities across Swan Hill, Gannawarra, Balranald, and Murray River Council areas.</p> <ul style="list-style-type: none">• Moulamein Workshop: Scheduled for Wednesday, 26 March 2025, at the Moulamein Bowling Club.• Barham Workshop: Scheduled for Thursday, 27 March 2025, at CluBarham. <p>These workshops aim to provide local groups and individuals with essential skills for successful grant applications.</p> <p>The Acting Manager Economic Development and Tourism and the Director Community and Economic Development met with the Murray Connect board in Barham to discuss the establishment and future of their organisation.</p> <p><i>February</i></p> <ul style="list-style-type: none">• <i>Supported NextGen Connect in the ongoing development and creation of social and professional development events in Echuca-Moama including the latest Social Bingo Night on Friday, 28 February which saw 40+ young professionals attend.</i>	
Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).									
4.5 – Indigenous Recognition									
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:		✓	✓	✓	Planning is underway to develop a Murray River Council Reconciliation Action Plan.	●
	Partner, Advocate	(DP 4.5.2) Ongoing support and advocacy for local indigenous sites and development of programs.	B: MEDT P: O:			✓	✓	Discussions are ongoing with a representative of the Barapa Barapa people to discuss opportunities to partner to better represent their culture within Barham and surrounds.	
	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:				✓	<p>A local aboriginal artist was engaged to provide artworks as part of the 2024 Moama Lights event.</p> <p>JULY</p> <p>NAIDOC Week activities took place at Bunnaloo, Moama and Barham Primary Schools Theme: Keep Fire Burning- Blak, Proud and Loud. The artists involved were Debbie Flower (weaving) and Brett Ross (visual artist painting and mixed media). November/ December</p> <p>December</p> <p>Tourism, Events, and Marketing Officer arranged for Mayor John Harvie and a Council member to present NAIDOC Week artwork to school students in Moama and Barham. This artwork, created by the students during NAIDOC Week activities, represents the community's commitment to recognising and celebrating Indigenous culture and heritage.</p>	
Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).									
4.6 – Regional History									
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:	✓	✓	✓	✓	<p>ONGOING</p> <p>Eco Dev has continued to work with the Museum Advisor Program for Murray River Council, in conjunction with Museums and Galleries NSW, to support our local museums to grow and prosper.</p> <p>JULY</p> <p>Grants Office met with our Museums Advisor, reviewed the contract for year 2 of the program and obtained an update on the collection policies being developed in conjunction with each of the museum bodies in our LGA.</p> <p>New interpretive signage installed in Old Moama</p>	●

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								<div></div> <p>AUGUST</p> <p>Museum Advisor is progressing works with LGA Museum bodies:</p> <ul style="list-style-type: none">Border Flywheelers – working to develop an application to provide upskilling and development training.Moulamein Heritage Village – New Collections Policy has been adopted and a draft Strategic Plan created. <p>JANUARY</p> <p>The Grants Officer met with our Museums Advisor to assist in organising a workshop for Museum Custodians as part of a successful grant. The workshop will provide training and guidance on how to present key information with artefacts and ensure disaster readiness tailored to each site’s needs. The workshop will be held in Barham on Sunday, 30 March 2025.</p> <p>New interpretive walk signage is being developed by the Economic Development Officer for the Barham River Walk, Moulamein Big Tree, and Horseshoe Lagoon, celebrating local history and cultural significance. A new road sign for the Dharnya Centre was installed in January 2025, and a new town entry sign for Murray Downs is currently in production.</p> <p><i>February</i></p> <ul style="list-style-type: none"><i>Interpretive walk signage is in production for the Barham River Walk, Moulamein Big Tree, Horseshoe Lagoon and the Cadell Fault. A new town entry sign for Murray Downs has been made and due to be installed this month.</i>	
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).									
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: CPO P: O:	✓	✓			<p>JULY</p> <p>Council has explored the Country Change Program and has joined as a member for 2024-2025. MRC will be part of the Country Change Magazine for 2024 and the Economic Development Officer will work with RDA Riverina to attract new residents to MRC through year-round marketing initiatives.</p>	<div></div>

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Economic Development and Tourism

								<p>SEPTEMBER</p> <p>Marketing through the Country Change Program has commenced with a dedicated web-page for Murray River Council on the Country Change website along with one social media post in the month of September. The Economic Development Officer is also working with Country Change to produce an advertorial for Murray River Council in the annual Country Change Magazine and will work with RDA Riverina to deliver ongoing relocation driven marketing.</p> <p>OCTOBER:</p> <p>Marketing efforts through the Country Change Program are ongoing. In October, a social media post was created for Murray River Council, and the Economic Development Officer finalised an advertorial for the Country Change Magazine. Additional content is being developed for a feature month in January.</p> <p>NOVEMBER & DECEMBER:</p> <p>The Economic Development Officer continues to drive marketing efforts through the Country Change Program and has coordinated the filming of a “Meet a Local” Video story in December which will be heavily promoted through the country change platform.</p> <p>JANUARY</p> <p>The Economic Development Officer took part in recording a webinar for the Country Change program to promote making the move to Murray River Council and the benefits of our LGA. A “Meet a Local” story was also filmed and promoted in January through the country change website and social media and a dedicated blog written on the Sands Family. Promotion of these took place in January to help attract new residents to the region.</p> <p><i>February</i></p> <p><i>MRC continue to be involved in the Country Change program with marketing efforts to spotlight the region’s liveability to attract new residents.</i></p>	
Theme 4 – Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).									
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.	●
Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.									
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:	✓	✓			Council adopted its Arts and Culture Strategy at its June 2024 Council meeting. JULY Council has engaged with Bridge Arts Committee regarding funding applications and their proposed Under the Bridge project. Staff worked with local schools to include student artworks in the 2024 Moama Lights event, held in July 2024. AUGUST + SEPTEMBER Staff are working on development of an MOU between Bridge Art Committee and Council regarding their proposed Under The Bridge mural project.	●
	Advocate	(DP 4.9.2) Arts and Crafts Festival – various locations across Council	B: MEDT P: O:			✓	✓	This has not progressed, due to lack of interest. New arts and cultural events are considered as part of the implementation of both the Arts and Culture Strategy and the Economic Development and Tourism Strategy. Staff are happy to revisit this should any community groups or organisations are willing to drive it.	
	Advocate	(DP 4.9.3) Actively advocate for Murals to be completed at various locations across Council	B: MEDT P: O:				✓	Staff are seeking grant funding opportunities ongoing, to source funding to undertake public art projects across the LGA. Staff are supporting Bridge Art Project Committee in their efforts to progress a mural project under the Moama rail bridge.	
	Advocate	(DP 4.9.4) Actively advocate for Silo Art projects to be completed at various locations across Council	B: MEDT P: O:	✓	✓	✓		JULY River Country Art Trail - Steering Committee Meetings: Conducted in each town to discuss feedback from the Your Say Page and review the three proposed concept designs.	●

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Economic Development and Tourism

							 		
							<ul style="list-style-type: none">• Interview conducted with Artist Twoone• Scheduling for Barham and Moulamein sites underway• Interpretative Signage templated designs finalised• Moulamein turnaround area works completed <p>FEBRUARY <i>Moama – Furniture (seats and bin) installed.</i> <i>Barham – Site preparation begun with art installation to begin 3rd March – 28th March</i> <i>Moulamein – Schedule has been brought forward, expected to start 24th March – 18th April</i> <i>Tooleybuc – Geotechnical and access assessments scheduled. Technical drawings expected May. Install date TBC</i> <i>Marketing content planning begun.</i></p>		
	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:	✓	✓	✓	✓	<p>The Bridge Arts Project has received \$4.95M funding from Regional NSW to design and construct an art gallery in Moama. Council is supporting the committee where possible.</p> <p>JULY The Bridge Art Committee presented to a Councillor workshop on 9 July and a request was made by the committee to have a Council representative sit on a steering committee to oversee their gallery project, which was considered at the July Council meeting.</p> <p>AUGUST + SEPTEMBER Staff are working on development of an MOU between Bridge Art Committee and Council regarding their proposed Under The Bridge mural project.</p>	●
	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>JULY NAIDOC Week activities took place at Bunnaloo, Moama and Barham Primary Schools Theme: Keep Fire Burning- Blak, Proud and Loud. The artists involved were Debbie Flower (weaving) and Brett Ross (visual artist painting and mixed media).</p>	●
Theme 4 – Goal 4 – Support existing and new art projects and diverse community events.									
4.10 – Regional Events									
Develop a Regional Events Strategy (S DCED)	Deliver	(DP 4.10.1) Regional Events Strategy developed and implemented.	B: MEDT P: O:			✓		<p>The economic development and tourism team remains heavily engaged in supporting, attracting, and delivering events across our region. The team’s current efforts work to effectively serve our community's needs. Given resource limitations and the prioritisation of direct community benefits, diverting staff resources to develop a separate strategy is not recommended at this time.</p>	

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	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:	✓	✓	✓	✓	<p>JULY</p> <p>The economic development and tourism team worked to successfully deliver the Moama Lights and Moama Ice Skating event, with over 21,000 tickets sold to Moama Lights and over 6,500 to ice skating.</p> <p>Staff supported the attraction, running and promotion of various events.</p> <p>Continued negotiations with major event organiser to host their event in Moama. Staff attended at the Winter Blues launch, supporting local events and community engagement.</p> <p>Staff are in discussions with various partners to consider attracting potential skills development and career pathway events across the LGA. Discussions are ongoing.</p> <p>August</p> <p>Met with Mathoura Events Committee to assist with Mathoura Christmas Carols as well as to potentially revive the Mathoura Fishing Classic. Promoted and supported events such as Hudson’s Circus, Moama Golf Club Fishing on the Greens event, Mathoura Speed Shear, Tooleybuc Murray Muster and Moulamein Show N Shine.</p> <p>September</p> <p>Tourism, Events and Marketing Officer met with Sports NSW to discuss the facilitation of a Special Olympics event within the Murray River Council region. This event aims to promote inclusivity and provide opportunities for individuals with disabilities to engage in sports and community activities.</p> <p>To initiate the planning process, I coordinated a meeting between Sports Australia and the local disability service provider, Vivid, to ensure collaboration and get the ball rolling on this important event. This partnership sets the stage for a well-organized and impactful Special Olympics event, reinforcing our commitment to inclusive community engagement and event development.</p> <p>OCTOBER</p> <p>The Grants Officer met with a Campaspe Youth representative to discuss funding opportunities and support options from Murray River Council (MRC) for a joint Youth Music Event initiative.</p> <p>Through successful Holiday Break Program grant funding, TOTEM provided skateboarding workshops in Mathoura and Barham.</p> <div></div> <p>NOVEMBER & DECEMBER</p> <p>The Economic Development Officer has been collaborating with Workforce Australia’s Murray Riverina Local Jobs Program Stakeholder Engagement and Projects Officer to organise a series of Workforce and Employment Information sessions for the Murray River Council community. These events will focus on upskilling local job seekers, employers, and students in various areas. The first event, scheduled for January 29th in Moama, will focus on apprenticeships and traineeships, helping local students, job seekers, and businesses navigate the requirements and opportunities locally.</p>	
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						<div><p>These events include:</p><ul style="list-style-type: none">• Approval and additional support for Run Echuca Moama (formally Johnno’s Run)• Approval for Echuca Moama Cycling Club annual races• Application received for Hudson’s Circus• Development Application (DA) approval received for Moama Lights<p>AUGUST</p><p>Staff met with a NSW Office of Sport Project Officer to discuss and explore an opportunity to introduce a Special Olympics team and competition in the Riverina Murray area. This aligns with objectives within Council’s Disability Inclusion Action Plan (DIAP).</p><p>SEPTEMBER:</p><p><i>Economic Development Officer is organising a small business workshop with Barham Consolidated to help support and grow skills within the local business community.</i></p><p><i>Grants Officer is in discussions with Abilities Unleashed Australia to hold an all inclusive sports day for adults and children in May/June 2025 through funding from the DIAP.</i></p><p>OCTOBER</p><ul style="list-style-type: none">• The Grants Officer has progressed discussions with Abilities Unleashed to collaborate with Campaspe Shire on a joint initiative, planning for shared use of facilities, including the Rec Reserve in Moama and the Basketball Stadium in Echuca. A combined event for adults and children is tentatively scheduled for October 2025.• The Economic Development Officer launched a Small Business Breakfast in October, with support from Barham Inc. and Murray Connect.<p>NOVEMBER/DECEMBER:</p><ul style="list-style-type: none">• <i>Campaspe Shire Collaboration: Planning "Abilities Unleashed," a joint initiative event between Councils for adults and children, scheduled for October 15th, 2025.</i>• <i>Small Business Breakfast: The Economic Development Officer delivered a Small Business Breakfast on December 6 at CluBarham, with over 40 local business owners and employees in attendance. The event provided training and information on low-cost marketing strategies and essential cybersecurity best practices for small businesses, along with networking opportunities for Barham businesses. Delivered by two high-calibre speakers and hosted by Mayor John Harvie, the event received high praise and feedback for the quality of information, speakers, and insights it offered.</i><div></div><p>JANUARY</p><p>The Tourism, Events, and Marketing Officer has been actively working with local organisations to develop events that drive community engagement and economic activity. Key activities include:</p><ul style="list-style-type: none">• Grey Nomads Event in Barham: Collaborating with Barham Consolidated to develop a Grey Nomads event aimed at attracting visitors during the cooler months, with a particular focus on increasing caravan tourism to the town.• World Bowls Event Planning: Met with World Bowls representatives to support the upcoming Barham World Bowls event in September, ensuring strong attendance and maximizing the event’s impact on the local economy.</div>	
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	Advocate	(DP 4.10.4) Continue to support Community Markets – expand to new locations, live music, food trucks etc	B: MEDT P: O:	✓	✓			<p>JULY</p> <p>Staff worked with the operator of the Moama Market to coordinate the market working in conjunction with the Moama Lights event on three occasions.</p> <p>Provided marketing support for local markets, including promotion on VRC mediums such as social media and the website.</p> <p>August</p> <p>Promoted local Markets on Visit River Country Facebook page and website.</p> <p>September</p> <p>Promoted local Markets on Visit River Country Facebook page and website.</p> <p>October:</p> <p>Local markets were promoted through the new Visitor Newsletter and Community Newsletter.</p> <p>To broaden the reach and appeal of community markets, the Tourism, Events, and Marketing Officer implemented a multi-channel promotional strategy:</p> <ul style="list-style-type: none">• Social Media Campaigns: Promoted upcoming market dates and attractions, such as live music, food trucks, and unique vendors. These posts generated increased engagement, drawing interest from both locals and visitors.• VRC Website Updates: Featured community markets on the VRC website, ensuring essential details were kept up-to-date and easily accessible. This increased visibility and attendance.• Tourism EDMs: Included market promotions in Tourism EDMs, highlighting upcoming dates and featured attractions to a broad subscriber base. This approach extended the reach to potential visitors and locals, further boosting interest and attendance. <p>January</p> <p>The Tourism, Events, and Marketing Officer has continued to actively support and promote Community Markets to enhance local engagement and visitor attendance. Key activities include:</p> <ul style="list-style-type: none">• Marketing and Promotion: Community Markets were actively promoted across River Country social media platforms and the website to increase awareness and attendance.	
Theme 4 – Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.									
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:			✓		<p>JULY</p> <p>Council’s New Resident’s Kit was finalised. This will provide new residents and existing community members with detailed information on the available services across the LGA. Printed hard copies will be provided to local real estates and displayed at Council service centres.</p> <p>OCTOBER</p> <p>A New Resident’s Kit that provides information on local services is now available via the Murray River Council Website and in hard copies at council service centres, libraries and real-estate agents. The Kit will also be available on the Live, Work, Invest website due to be launched mid-November.</p> <p>NOVEMBER & DECEMBER</p> <p>The Live, Work, Invest website was launched on 4 December. It provides information on local services across the Murray River Council LGA, including a community directory and the New Resident’s Kit, which lists all medical and childcare services available to residents.</p> <p>Information on local services across the Murray River Council LGA has been made more accessible through a New Resident’s Kit (Physical and online), which lists all medical and childcare services available to residents. This Kit is also available on the Live, Work, Invest website with further information on local services.</p>	
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
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:			✓	✓	<p>SEPTEMBER:</p> <p>Regional Investment Prospectus has been drafted and is in production.</p> <p>OCTOBER:</p>	

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								<p>The Economic Development Officer has finalised a Regional Investment Prospectus to promote and attract investment to the region. The prospectus will be presented to ELT mid-November for approval and launched to the market shortly thereafter.</p> <p>NOVEMBER & DECEMBER</p> <p>The Economic Development Officer has produced a detailed Regional Investment Prospectus to promote and attract commercial investment in all core industries within the Murray River LGA. The Prospectus is now available to download via the Live, Work, Invest website.</p> <p>The Economic Development Officer has shared the Investment Prospectus with RDA Riverina Murray, Invest Regional NSW and RAI for distribution amongst their networks and has targeted four premium and luxury accommodation providers to attract new hotel and accommodation development within the Murray River LGA.</p> <p>JANUARY</p> <p>A Regional Investment Prospectus has been completed and work to promote investment opportunities is ongoing. The Economic Development Officer, Director and Manager met with the Investment Manager and Regional Development Manager, Murray from the Department of Primary Industries and Regional Development in January to discuss investment opportunities and ongoing promotion of these. A 6 weekly meeting will be arranged to discuss ongoing opportunities.</p>	
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
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:		✓	✓		<p>JULY</p> <p>The draft strategy was endorsed by Council at its July meeting, to be placed on public display during July/August. Once feedback is received, it will be updated and presented back to Council for final adoption.</p> <p>AUGUST</p> <p>Public exhibition closed in August and feedback is being incorporated into the strategy, ready to present to the October Council meeting for adoption.</p>	●
		(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:		✓			<p>ONGOING</p> <p>NOVEMBER & DECEMBER</p> <p>The Economic Development Officer worked with Murray Connect to re-launch the initiative at the Small Business Breakfast on 6 December 2024 and coordinated their involvement in the event. The Officer also assisted the group in sourcing a host for their Governance Workshop in 2025. Support and assistance for the Murray Connect project is ongoing.</p>	●
	Deliver, Advocate	(DP 5.3.7) Continue to support and develop business opportunities across the region	B: MEDT P: O:	✓	✓	✓	✓	<p>ONGOING</p> <p>Council’s Economic Development and Tourism Strategy has been adopted and the Action Plan will support and help develop business opportunities across the region.</p> <p>JULY</p> <p>Finalists in the Campaspe Murray Business Awards were announced and judging is underway. Staff continue to work with various tourism stakeholders to progress destination marketing activities following the announcement that Echuca Moama Tourism Association plans to dissolve. Staff attended the Destination NSW Experience Development Workshop with local businesses to enhance collaborative efforts and participated in a Campaspe Shire tourism networking night to foster connections within the tourism sector.</p> <p>SEPTEMBER:</p> <p>Economic Development Officer coordinated the filming of four additional business success stories in October and November 2024, each to promote and support economic growth and development. Three business success stories have been filmed and facilitated by the Economic Development Officer to date with editing of each underway. Marketing of the success stories will commence in November 2024 in tandem with the launch of the Live, Work, Invest Website to promote business development and investment. The Economic Development Officer also met with Murray Connect in Barham to discuss and plan a Small Business Workshop for the community in November 2024. Work to produce the event in underway.</p> <p>Eco dev and planning staff undertook a site visit with a new business operator to better understand their operation and to see how we can assist. Staff also met with proponents of two separate prospective business development projects.</p>	●

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								<p>OCTOBER:</p> <p>The Economic Development Officer finalised three Business Success Stories videos in October, ready to launch with the Live, Work, Invest website. Each participating business has received a copy of their video and expressed high satisfaction with the results. These initial videos will be promoted through Murray River Council’s Business Newsletter, social media channels, and the Live, Work, Invest website, celebrating local businesses and highlighting regional opportunities. Editing for the next two videos is in progress, with filming for the sixth business scheduled in November.</p> <p>The EDO also launched a Small Business Breakfast in partnership with Murray Connect, set to take place on 6th December 2024 at CluBarham. Weekly social media posts and newsletters to the business community are scheduled and ongoing.</p> <p>NOVEMBER & DECEMBER</p> <p><i>The Economic Development Officer finalized two additional Business Success Stories in November, which will be promoted via the Live, Work, Invest website and social media. Two of the seven success stories filmed to date have been featured and promoted on the Live, Work, Invest Facebook and LinkedIn pages, as well as in the Business Newsletters distributed in November and December. The Economic Development Officer also delivered a Small Business Breakfast on 6 December, which saw over 40 businesses gather to learn about low-cost marketing strategies and cyber security best practices for small businesses.</i></p> <p>JANUARY</p> <p>The Economic Development Officer has completed all Business Success Stories filmed in 2024, which are now ready for promotion via the Live, Work, Invest website and social media. Three success stories have been released so far, with the remaining four scheduled for monthly releases.</p> <p>Weekly social media posts continue to highlight local businesses and opportunities, alongside the monthly Business Newsletter, which keeps our business community informed. Additionally, the EDO is collaborating with Campaspe Shire Council to organise a Business Networking Event in April 2025 (Campaspe Murray Business Connect).</p>	
Theme 5 – Goal 1 – Encourage and support economic development across the region.									
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.	●
Theme 5 – Goal 2 – Continue to develop strong and resilient communities.									
5.6 – Increased Educational opportunities									
Review the education services available and required by our community including early childhood and adult community education. (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:				✓	JULY Council received notification that its joint grant application for a Country University Centre to be established in Moama was unsuccessful. Staff are considering alternative ways to progress this project. AUGUST: Economic Development Officer delivered a Workforce Research report outlining the education services available and the challenges relating to childcare and education access and availability in the region. The Economic Development Officer also attended a Hospitality and Tourism Skills Roundtable at TAFE Echuca to discuss educational services for this sector and the future requirements. Staff are working with potential partners to consider an application for funding to establish a Study Hub in Echuca Moama. SEPTEMBER: Economic Development Officer attended the launch of the C4EM Workforce, Education, Training and Leadership Subcommittee in the month of September and will continue to support the committee to develop and implement workforce and education strategies to upskill, reskill and attract new talent to the area. Staff have formed a partnership with local stakeholders (including C4EM, Campaspe Shire Council and Bendigo TAFE – Echuca campus) to pull together a grant application to establish a Country University Centre in Moama.	
Theme 5 – Goal 2 – Continue to develop strong and resilient communities.									
5.7 – Development of a resilient economy									
Develop Action Plans for each community to sit alongside the Adverse	Deliver, Partner, Advocate	(DP 5.7.1) Development and implementation of community actions plans	B: MEDT P: O:		✓	✓	✓	ONGOING Council’s Community Recovery Officer continues to meet with community groups to discuss their challenges and needs.	●

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Events Plan which covers all of MRC. (S DCED)								
Theme 5 – Goal 3 – Promote and grow tourism across the region. 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:		✓	✓	✓	Eco Dev have developed an annual marketing plan and will continue its implementation throughout the year. JULY Staff continue to work with various tourism stakeholders to progress destination marketing activities following the announcement that Echuca Moama Tourism Association plans to dissolve. AUGUST: Staff managed production of an updated Official Visitor Guide (OVG) for Echuca Moama. Launched the Visit River Country Spring campaign partnering with McPherson Media for a targeted digital and Google Ads campaign. Collaborated with Campaspe Shire on a similar campaign for the Echuca Moama brand. Updated the Visit River Country website to reflect the Spring season. The Tourism Marketing and Events Officer took over social media content, resulting in 45 new followers, a 17% increase in post interactions, and a 48% increase in clicks. A new digital partnership was established to manage targeted ads for River Country and were up and running at the end of August. Met with Mathoura Events Committee to assist with Mathoura Christmas Carols as well as to revive the Mathoura Fishing Classic. Promoted and supported events such as Hudsons Circus, Moama Golf Club Fishing on the Greens event, Mathoura Speed Shear, Tooleybuc Murray Muster and Moulamein Show N Shine. September: Key initiatives include: <ul style="list-style-type: none">The Spring campaign for Visit River Country and Echuca Moama is progressing smoothly, with the campaign gaining the desired traction. Engagement metrics show strong interaction from target audiences, highlighting the success of our promotional efforts.A new partnership was established to support the development of the Visit River Country website, ensuring a refreshed digital platform to better promote the region.The Echuca Moama Official Visitor Guide (OVG) was successfully printed and delivered, providing both visitors and locals with a comprehensive guide to local attractions, events, and businesses.We are collaborating with We Are Explorers to produce targeted content for marketing campaigns, enhancing our digital reach and promoting the unique experiences available within the region. These efforts are central to our overall marketing and promotional strategy, designed to boost tourism and community engagement throughout the year. October: <ul style="list-style-type: none">Spring Campaign Progress with Visit River Country: The Visit River Country Spring campaign is advancing well in collaboration with McPherson Media, featuring a targeted digital campaign that aims to attract both locals and visitors by showcasing seasonal highlights and unique experiences within the region.Visit River Country Website Launch: The new Visit River Country website layout has been approved, and the project is on track for a January launch. The revamped website will offer an enhanced user experience, presenting information on regional events, attractions, and services in a visually engaging and accessible format.Content Development with We Are Explorers: Ongoing preparations are in place with We Are Explorers to produce targeted content that amplifies digital marketing campaigns. This content will spotlight the distinctive experiences and local businesses across the region. The scheduled mid-November shoot will include local businesses, adding authenticity and regional pride to the campaign. November/December <ul style="list-style-type: none">Content Creation with We Are Explorers: Hosted We Are Explorers in Barham, Moama, and Mathoura to capture award-winning content for use in future marketing campaigns. This content highlights the unique experiences and landscapes of the region, inspiring both local and visitor engagement.Targeted Digital Campaign: Ran a targeted digital campaign throughout November, designed to encourage Summer visitation and showcase the region's seasonal attractions.Marketing Transition for Echuca Moama: With the disbandment of Echuca Moama Tourism, Council assumed responsibility for marketing the Echuca Moama region. Work began on a new website and Facebook page to ensure the area remains a premier tourism destination.

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								<ul style="list-style-type: none">• Visit River Country Website Updates: Updated the Visit River Country website with Summer-themed content and photos, reflecting seasonal highlights and providing fresh, engaging visuals to attract visitors. <p>January</p> <p>The Tourism, Events, and Marketing Officer has implemented key marketing and promotional initiatives to support regional tourism and local businesses. Key activities include:</p> <ul style="list-style-type: none">• Echuca Moama Campaign: Assisted in a targeted TV advertising campaign running throughout the Australian Open to boost regional visitation.• Website Updates: The Visit River Country website was updated daily to ensure accurate and relevant information for visitors.• Accommodation Support: Liaised with the Echuca Moama Accommodation Association to help accommodation providers maximize bookings and receive marketing support when availability remained.• New Website Development: Progressed the launch of the new Visit River Country website, with a confirmed launch date of February 25.• Social Media Growth: The Visit River Country Facebook page saw significant engagement over the busy period, increasing followers by up to 50 per month through engaging and informative content.• Tourism Business Support: Worked closely with local tourism operators to ensure they were well-stocked with brochures and Visitor Guides for guests.• Brochure Distribution: Brochure racks were distributed to Murray Downs Golf Club, Tooleybuc Services Club, Moulamein Heritage Village, and the Moulamein Café/Art Gallery, ensuring visitors have easy access to Visit River Country brochures. <p><i>February</i></p> <ul style="list-style-type: none">• <i>Met with McPherson Media to coordinate the production of this year’s Visit River Country and Echuca Moama Official Visitor Guides (OVGs).</i>• <i>Participated in TikTok training to enhance marketing efforts and promote Visit River Country to a broader, younger audience through engaging digital content.</i>	
Theme 5 – Goal 3 – Promote and grow tourism across the region.									
5.9 – Promote advantages to visit, live, work and invest									
Live, Work and Play in River Country Project further developed and implemented. (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:		✓	✓	✓	A Workforce Attraction Plan has been developed and will be implemented during 2024 and 2025.	<div></div>
<p>SEPTEMBER:</p> <p>Economic Development Officer delivered a Workforce Research Report outlining the challenges and opportunities for attracting and retaining talent in the region. Strategies to highlight the liveability, job and investment opportunities have been developed as part of the report and will be implemented by the Economic Development team to drive ongoing economic growth and development.</p> <p>A Live, Work, Invest Website is currently in development to promote living, working and investing in the region. MRC have joined the Country Change Program with one social media posts shared in the month of September and a dedicated page for Murray River Council launched on the Country Change website.</p> <p>A Murray River Council Regional Investment Prospectus has been drafted and is in production.</p> <p>OCTOBER:</p> <ul style="list-style-type: none">• The Live, Work, Invest website has been completed and has received positive internal feedback. It will be presented to the ELT in mid-November for approval for public launch.• A Community Directory to foster community connections has been developed as part of the Live, Work, Invest website and will also launch in mid-November.• The Murray River Council Regional Investment Prospectus was finalised in October and will be presented to the ELT in mid-November for approval for external promotion. This prospectus highlights the region's advantages and investment opportunities.• Ongoing promotion through the Country Change Platform continues to spotlight regional liveability.									

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								<div>NOVEMBER & DECEMBER</div> <ul style="list-style-type: none">Launch of the Live, Work, Invest Website The Live, Work, Invest website officially launched on December 4, 2024. This platform serves as a hub for showcasing the region's unique advantages in liveability, business, and investment opportunities.Community Directory Launch As part of the website, a Community Directory was introduced to promote local services, groups, and organisations. It has been well-received, with four businesses registering to be part of the directory in December.Regional Investment Prospectus Finalised The Murray River Council Regional Investment Prospectus was completed and is now available for download on the website. This comprehensive resource provides detailed economic profiles, statistics, and information on key local industries, designed to attract and promote investment in the region.Ongoing Regional Promotion Through the Country Change Platform, continued efforts spotlight the region's exceptional liveability, drawing interest from individuals and families seeking a better quality of life.New Social Media Channels On December 1, Live, Work, Invest launched its dedicated Facebook and LinkedIn pages. These platforms provide channels for sharing success stories, business news, investment opportunities, and insights into the region's liveability.	
Theme 5 – Goal 3 – Promote and grow tourism across the region.									
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:	✓	✓	✓		<div>ONGOING</div> <div>Council’s Economic Development and Tourism Strategy has been adopted and the Action Plan is being delivered.</div> <div>JULY</div> <div>Staff attended a steering committee meeting for Western Murray Land Improvement Group’s biochar project.</div> <div>Work has started on the development of an MRC Investment Prospectus.</div> <div>The New Residents Kit has been finalised.</div> <div>Development of a new Live, Work Invest website is underway.</div> <div>A project to showcase local business success stories is underway.</div> <div>Moama Lights ran throughout July.</div> <div>Staff have had discussions with potential new events interested in coming to our region.</div> <div>Support has been provided to operators in attracting and planning new events.</div> <div>Delivery of the Campaspe Murray Business Awards is underway.</div> <div>Staff have investigated data collection options to increase the data available, to better monitor and evaluate our activities.</div> <div>Ongoing discussion with Echuca Moama Tourism regarding the allocation of existing marketing assets.</div> <div>Attended the Destination NSW Experience Development Workshop with local businesses to enhance collaborative efforts and participated in a Campaspe Shire tourism networking night to foster connections within the tourism sector.</div> <div>August</div> <div>TOURISM</div> <ul style="list-style-type: none">Completed production of an Official Visitor Guide (OVG) for Echuca Moama.Launched the Visit River Country Spring campaign partnering with McPherson Media for a targeted digital and Google Ads campaign.Collaborated with Campaspe Shire on a similar campaign for the Echuca Moama brand. Updated the Visit River Country website to reflect the Spring season.The Tourism Marketing and Events Officer took over social media content, resulting in 45 new followers, a 17% increase in post interactions, and a 48% increase in clicks. <div>SEPTEMBER</div> <div>ECONOMIC DEVELOPMENT</div> <ul style="list-style-type: none">Economic Development Officer delivered a Workforce Research Report outlining the challenges and opportunities for attracting and retaining talent in the region. Strategies to highlight the liveability, job and investment opportunities have been developed as part of the report and will be implemented by the Economic Development team to drive ongoing economic growth and development.A Live, Work, Invest Website is currently in development to promote living, working and investing in the region.MRC have joined the Country Change Program with one social media post shared in the month of September and a dedicated page for Murray River Council launched on the Country Change website.A Murray River Council Regional Investment Prospectus has been drafted and is in production.	●

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								<ul style="list-style-type: none">Development of an Expression of Interest process to redevelop the old Council office in Meninya Street is underway. OCTOBER: <ul style="list-style-type: none">The Live, Work, Invest website has been finalised to promote opportunities for living, working, and investing in the region, with promotion starting in November to boost awareness and support regional economic growth.Ongoing promotion through the Country Change website and social media continues to highlight regional liveability.The Murray River Council Regional Investment Prospectus has been completed and is set to be promoted in November.An Expression of Interest process is underway to redevelop the former Council office on Meninya Street.A Workforce Information Series is being developed in partnership with Workforce Australia and the Murray Riverina Local Jobs Program to support local workforce attraction, retention, and growth.Staff have engaged with the Western Murray Land Improvement Group on multiple occasions to support the Agri-Precincts project in Barham.	
	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. JULY Interpretive signage for Old Moama Installed. Additional town signage for Barham, Goodnight and Wakool delivered and ready to be installed in coming weeks. JANUARY New Interpretive Walk signage is in development by the Economic Development Officer for Barham River Walk, Moulamein Big Tree and Horseshoe Lagoon to celebrate local history and cultural importance. A new Road Sign for the Dharnya Centre has also been installed in January and a new town entry sign for Murray Downs is in production. <i>February</i> <i>Interpretive walk signage for the Cadell Fault is in development with support from Neville Rodengren, Geologist and Research Associate at La Trobe University.</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. Economic Viability 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. Infrastructure Challenges 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. Safety Concerns 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.	

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Economic Development and Tourism

								<p>Environmental Concerns</p> <p>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>Weather Dependence</p> <p>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>Low Demand/ Practicality</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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>	
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:		✓	✓	✓	Eco Dev staff are participating in the Barham Biochar Working Group, coordinated by Western Murray Land Improvement Group. JULY Staff are investigating new platforms to enable us to obtain and analyse high-value data (e.g. Planwisely, Spendmap and CommBank Destination IQ data). Staff are investigating options for a new tourism website platform as the existing site agreement will cease by the end of the year. AUGUST: The Economic Development Officer is investigating options for new Email Marketing platform to maximise efficiencies and ensure quality marketing. OCTOBER: The Economic Development Officer has implemented a new Email Marketing Platform to deliver efficient, quality marketing campaigns and newsletters to the Murray River Council Community.	●
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:		✓	✓	✓	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:				✓		

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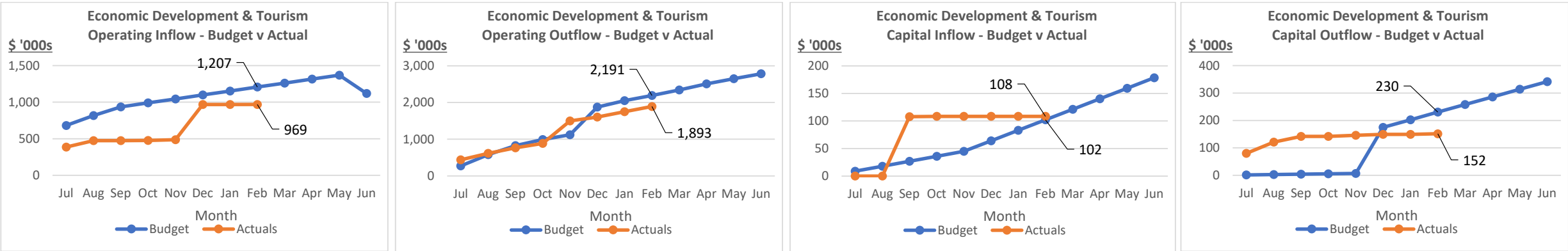
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Monthly Operational Report – February 2025

Economic Development and Tourism

Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.									
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:			✓		October	The Grants Officer is collaborating with the EV Destination Charging Program.
	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:			✓		JULY	Ongoing discussions held with several potential consultants to finalise the strategy brief and define key requirements.
Theme 7 – Goal 4 – Monitor and assess emerging global technology trends.									
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:			✓	✓	JULY	Staff met with Silo Arts Australia and discussed their new App and opportunities to work together once the River Country Art Trail is completed.

PART C: Financial Outcomes



PART D: Project Status

- MOAMA LIGHTS
- July: Event delivered successfully during July, with over 21,000 tickets sold, 19,000 of these were from outside Echuca Moama.
 - September: Post event report to be shared during October.
 - October: Council moved the recommendation to discontinue Moama Lights. While the event has brought significant economic and social benefits to the region, it is no longer sustainable from a financial or resource perspective, nor does it retain its unique value proposition in a highly competitive space.
- EVENT ATTRACTION
- Negotiations continuing to attract a significant event to Moama in February 2025.
- SIGNAGE
- AUGUST: Updated signage installed in Old Moama.
 - October: Upgrades underway for the following signs and locations:
 - Moulamein River Walk interpretive signs
 - Barham River Walk interpretive signs
 - Horseshoe Lagoon interpretive signs in Moama
 - Welcome sign at Moama Botanic Gardens

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Monthly Operational Report – February 2025

Economic Development and Tourism

CAMPASPE MURRAY BUSINESS AWARDS

- July: Finalists announced and judging underway.
- *October: Successful awards night was held.*

RIVER COUNTRY ART TRAIL

October:

- FORM – Conducted site visits at all locations to finalise site preparations
- Installation schedules confirmed for Mathoura and Moama, with Mathoura set for November and Moama in December.
- Meeting with FORM and Barham Steering Committee – Signage for Barham Water Tower Committee discussed

November/December

- Mathoura water Tower completed (Images in report above)
- Interview conducted with Artist Dulk
- Moama art installation has begun by artist Twoone(progress pics above), who plans to complete by Christmas (weather pending).
- Interview with Twoone is scheduled for 19 December 2024

January

- Moama Water Tower completed (Images)
- Interview conducted with Artist Twoone
- Scheduling for Barham and Moulamein sites underway
- Interpretative Signage templated designs finalised
- Moulamein turnaround area siteworks completed

February

- *Moama – Furniture (seats and bin) installed.*
- *Barham – Site preparation begun with art installation to begin 3rd March – 28th March*
- *Moulamein – Schedule has been brought forward, expected to start 24th March – 18th April*
- *Tooleybuc – Geotechnical and access assessments scheduled. Technical drawings expected May. Install date TBC*
Marketing content planning begun.

PART E: Business as Usual

February – Grants

Round 2 of MRC Community Grants – Open, Closes 7th April 2025

ClubGRANTS – Met to discuss Round 1 applications received to 31 December 2024

Round 2 OPEN – 31 May 2025

Grant Program	Project	\$ Requested	Outcome
Regional Economic Development and Community Investment Program.	Country University Centre- Murray River Region	\$977,929.00	Submitted/Pending
Community Building Partnerships	Upgrade to Mathoura Visitor Centre Park’s public toilets, providing modern, accessible facilities for travellers and park users.	\$93,963.00	Submitted/Pending
Youth Week 2025	Totem Collective Skateboarding Workshop - Moama	\$6,000	Successful
Local Small Commitments Allocation	Mathoura Recreation Reserve Playground Renewal	\$9,750 toward – possible project of \$60,871	Pending
NSW Heritage Grants	Local Heritage Advisor Service: Provide a Heritage Advisor Service in the local government area of Murray River Council. Local Heritage Fund (Small Community Grants Program)	\$25,000	Pending
Regional Housing Strategic Planning	Moama Infrastructure Strategy - develop a comprehensive 25-year Infrastructure Strategy for Moama, focused specifically on the sewer and raw water networks to support ongoing growth.	\$99,025	Pending
Crown Reserves	Picnic Point Caravan Park Refurbishment of Amenities Block	\$100,818	Pending

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Get Active NSW	Active Transport Strategy - The proposed Active Transport Plan aims to address the need for better walking and bike riding infrastructure within the Murray River Council (MRC) area, supporting community health, connectivity, and sustainability.	\$62,370	Pending
HSP – Enabling Infrastructure	Meninya St, Moama Public Infrastructure and Accessibility Enhancements: Car Parks, Footpaths, and Community Facilities Upgrade.	\$ 3,800,000	Pending
Country Passenger Transport Infrastructure Grant Scheme	6 New Bus Shelters to replace identified broken and damaged existing shelters.	\$84,282	Pending
Community Energy Upgrades	Renewable energy and efficiency initiatives for 8 Council buildings (solar PV and battery storage).	\$116,355	Unsuccessful

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

SEPTEMBER

- New Resident’s Kit is available to new and existing residents via the Murray River Council Website and hard copies at customer service centres and local real estate agents.
- Economic Development Officer delivered a Workforce Research report outlining the education services available and the challenges relating to childcare and education access and availability in the region.
- River Country Art Trail is progressing, 3 artists across Moama, Mathoura and Moulamein have been engaged. The Tooleybuc and Barham artists are to be decided at Council’s 22 October meeting.
- Held a meeting with Murray Downs Golf Club to discuss the upcoming NSW Open and explored ways in which we can support and facilitate the successful execution of the event, focusing on marketing, logistics, and community engagement.
- Continuing to work with **Campaspe Shire** to deliver the **Campaspe Murray Business Awards**. Preparations are underway for the awards dinner, scheduled to take place on **30 October**.
- Staff have formed a partnership with local stakeholders (including C4EM, Campaspe Shire Council and Bendigo TAFE – Echuca campus) to pull together a grant application to establish a Country University Centre in Moama.
- The **Spring campaign** for **Visit River Country** and **Echuca Moama** is progressing smoothly, with the campaign gaining the desired traction. Engagement metrics show strong interaction from target audiences, highlighting the success of our promotional efforts.

October:

- *The Live, Work, Invest website, including a community directory, is now complete, with a public launch scheduled for mid-November.*
- *The Murray River Council Regional Investment Prospectus has been finalised to promote regional investment and is set for ELT review in November.*
- *Three Business Success Stories videos have been completed to celebrate local businesses, ready for launch on the Live, Work, Invest website.*
- *Established successful partnerships with local groups for community events, including Moama Christmas Carols, Riverdaze 2025, and Moulamein Races.*
- *Launched a new Email Marketing Platform to streamline communications with the Murray River Council community.*
- *The Tourism, Events, and Marketing Officer attended the Australian Regional Tourism Convention in Mackay, gaining valuable insights from Tourism Australia, the First Nations Tourism Council, and Agri Tourism Australia. These learnings will help shape regional, Indigenous, and agritourism initiatives.*
- *The Campaspe Murray Business Awards, held in partnership with Campaspe Shire, attracted 300 attendees. This event celebrated local business achievements, promoted excellence, and strengthened community support for regional enterprises, reinforcing the role of local businesses in driving employment and prosperity.*
- *An Expression of Interest process is underway to redevelop the old Council office in Meninya Street, with potential for future impact on council operations and local economic growth.*

November/December:

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Economic Development and Tourism

- Live, Work, Invest Website Launch: Successfully launched on 4 December, featuring a Community Directory and New Resident’s Kit. The directory has four registered businesses and will continue to grow in 2025.
- Social Media Expansion: Dedicated Facebook and LinkedIn pages for Live, Work, Invest launched on 1 December to share success stories, business updates, and regional insights.
- Small Business Breakfast: Held on 6 December with over 40 attendees, providing training on low-cost marketing and cybersecurity, delivered by expert speakers and highly praised by participants.
- Business Success Stories: Two additional stories were finalised, celebrating local businesses, and shared on the Live, Work, Invest platforms.
- Grant Activity: Seven major grant applications submitted, totalling over \$5.8 million. Outcomes are pending.
- Community Engagement: Economic Development Officer supported multiple events, including the Mathoura and Moama Carols by Candlelight, and began planning several 2025 initiatives such as the Moama Cycling Club Winter Race Series and Tough Tilly Day.
- Tourism and Marketing Efforts: Hosted "We Are Explorers" to create promotional content, launched a targeted summer visitation campaign, and updated the Visit River Country website with fresh, seasonal content.
- Regional Investment Prospectus: Finalised and made available for download, showcasing key economic data and industry opportunities.
- Workforce Development: Collaborated with Workforce Australia to plan employment information sessions for 2025, with the first event on apprenticeships and traineeships scheduled for 29 January.
- Art and Culture: Significant progress on the River Country Art Trail, including completion of the Mathoura Water Tower project and continued work on the Moama installation.
- Community Support: Supported various groups and projects, including grant applications for the Moama Cricket Club, planning the “Abilities Unleashed” event, and relaunching the Murray Connect initiative at the Small Business Breakfast.

JANUARY

- Distributed Community, Business, and Visitor Newsletters, promoting grants, resources, events, and tourism opportunities.
- Provided strategic and promotional support for local events, including Australia Day celebrations, fishing competitions, and the Southern 80 Boat Display.
- Progressed planning for major events including a music event, grey nomads’ event, and world bowls event.
- Collaborated with stakeholders on potential winter activations and large-scale summer attractions.
- Enhanced online presence with social media growth, daily website updates, and targeted campaigns like the TV advertisements.
- Distributed brochures to key locations and supported local accommodation providers.
- Scheduled free Grants Writing Workshops in March across key locations.
- Collaborated with the Museums Advisor to organise a Museum Custodians Workshop, providing training and disaster readiness.
- Launched the Murray Workforce Series with a successful Trainee & Apprenticeship Workshop attended by 28 businesses and stakeholders.
- Completed the Regional Investment Prospectus and initiated ongoing meetings with investment partners.
- Advanced promotional efforts with the release of business success stories and plans for an upcoming Business Networking Event in April.
- Completed the Moama Water Tower mural, scheduled works for Barham and Moulamein, and finalised interpretative signage designs.
- Developed interpretive walk signage for Barham River Walk, Moulamein Big Tree, and Horseshoe Lagoon.

February Summary

- *Distributed Community, Business, and Visitor Newsletters promoting grants, business resources, local events, and tourism opportunities.*
- *Supported the planning and delivery of various community and business events, including the Special Olympics "Polar Plunge" fundraiser, Run Echuca-Moama annual fundraiser, NextGen Connect Social Bingo Night (40+ attendees), and the 2025 International Women’s Day Long Lunch (80+ attendees).*
- *Worked with stakeholders on event planning, including Events on the Murray (concert series in Moama & MRC), MLALC & Yorta Yorta CEO (Football Netball Carnival - October 2025), and Sand Sculpting Australia (potential summer activation in Echuca Moama).*
- *Partnered with Workforce Australia – Local Jobs Program and RDA Riverina-Murray to plan the Murray Workforce Series Skilled Migration Pathways/DAMA Workshop (22 May 2025).*
- *Launched the Campaspe Murray Business Connect networking event (scheduled 30 April 2025) in partnership with Campaspe Shire Council, with marketing beginning in March.*
- *Advanced regional marketing initiatives, including Visit River Country and Echuca Moama Official Visitor Guides (McPherson Media), TikTok training to enhance digital engagement, and ongoing participation in the Country Change program to attract new residents.*
- *Installed Murray Downs town entry sign and continued interpretive walk signage projects for Barham River Walk, Moulamein Big Tree, Horseshoe Lagoon, and Cadell Fault.*
- *Collaborated with La Trobe University’s Neville Rodengren on the development of Cadell Fault interpretive signage.*
- *Progressed the River Country Art Trail, with installations completed or scheduled:*
 - *Moama – Seating and bins installed.*
 - *Barham – Art installation scheduled (3–28 March).*
 - *Moulamein – Installation moved forward (24 March–18 April).*
 - *Tooleybuc – Geotechnical and access assessments scheduled; technical drawings expected in May.*
- *Continued marketing content development for the River Country Art Trail and installed a new road sign for the Dharnya Centre.*

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Planning and Environment Directorate

PART A: Director Accountabilities and Key Performance Indicators

Director of Planning and Environment – Rod Croft	SBPO	Accountability
<p>The Planning and Environment Department has approximately 65 full time equivalent staff spread across 3 Branches – Waste and Regulatory Services, Parks&& 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 &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
	S	Parks, Gardens, Open Space and Bio-Security
	S	Commercial Building Codes
	S	Private Building Compliance
	S	Building Compliance
	S	Statutory Planning
	S	Local Strategic Planning
	S	Intergovernment Relations – Planning and Environment
	S	Section 138’s Driveways and Crossovers
	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

Key Performance Indicators 2023/2024	Evidence/Comments:	<div><div></div><div></div><div></div></div>
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. Discussions need to be started again to confirm some cross-border development opportunities.	<div><div></div><div></div><div></div></div>
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). Conversion of land from Community to operational land will be going up at Council’s May meeting, with the planning process and subsequent Council reports following the Community meetings.	<div><div></div><div></div><div></div></div>
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. Draft ELS strategy is in the final stages, and should be presented to Council in June/July. The Draft ELS is currently on public exhibition.	<div><div></div><div></div><div></div></div> Complete
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the	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.	<div><div></div><div></div><div></div></div>

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Planning and Environment Directorate

NSW Government with regional planning issues and policies.	<p>Further work has been completed with establishing a rates Sub-Category that looks at fringe residential development to activate newly zoned residential land or pipeline residential land in a timely manner.</p> <p>A response to Minister Scully in relation to his Council expectations has been completed.</p>	
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
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.	●
By Dec 23 Gain a mandate for a disincentive to land bank.	<p>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.</p> <p>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. This has been confirmed as positive and could be considered in future</p>	● Complete
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)	<p>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.</p> <p>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.</p> <p>The ELS is currently on display that has identified the outcomes of the investigation of further industrial land, once this process has concluded and endorsed by the community, rezoning of land can occur.</p>	●
By March 24 provide a detailed design for the Meninya Street Precinct	<p>Procurement for successful supplier has occurred with Spiire being the successful consultant to undertake the work. It is doubtful that the March 24 timeline will be archivable.</p> <p>Spiire Australia Pty Ltd was awarded the contract in November 2023 an initially aimed to complete design by December 2024. Survey, functional layout plans and detailed investigation into car parking has been complete with final tasks including electrical network design, civil design of stormwater, water and raw water and landscaping. Additional time was taken to further investigate parking due to Council and community feedback during the design lifecycle. In January 2025, Council moved to retain angled parking which will delay the projects completion date due to redesign required.</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>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 prospectus. 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>Prospectus has been drafted, with a new footprint to exclude the Crown land component and by changing the configuration of the current car park. Prospectus and land use to be resolved in 2025.</p>	●
By Sept 24 assist the Director of Corporate Services and the CEO in developing the funding model for the Meninya Street Precinct.		

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Planning and Environment Directorate

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%

100%

Green

Amber

Red

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><div></div><div></div><div></div></div>					
				1	2	3	4							
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment														
1.6 - Stewardship agreements														
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		✓	✓	✓							
Theme 1 – Goal 3 - Plan for the impacts of climate change														
1.7 – Environmental Sustainability Strategy														
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: Updated to September 2024 The Meninya Street Precinct Project has undergone extensive consultation throughout the life of the project. The development of the Master Plan included workshop sessions with invited businesses and community members to provide input and ideas into formulation of the Master Plan in 2018 focusing both the Central Meninya Street Precinct and Southern Precinct. In 2021, a Project Manager was appointed who continued the journey of the Master Plan through the development of Concept Designs and establishment of a community and business led Advisory Committee. Concept Plans were subject to extensive consultation with the community to gain feedback and direction which included hundreds of comments, emails, phone calls and direct submissions of feedback. Following the approval of Concept Designs by Council, a Video Animation was developed to help the community and businesses visualise and interact with the streetscape and to gain further feedback on the vision of Moama’s CBD. Nearly 5000 views were received with overwhelming support from community and businesses, albeit with feedback highlight car parking requires further review to ensure the needs of businesses are met. In 2023, Council committed to the progression of the project through the award of the tender for the development of detailed civil designs for the streetscape to Spiire Pty Ltd. Spiire is tasked with completing required surveying, service location,	<div><div></div></div>					

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Planning and Environment Directorate

							<p>geotechnical investigation and detailed designs to achieve shovel ready status to support funding applications and later construction. In December 2023, Spiire commenced feature surveying of the streetscape and concluded that stage of works in March 2023. Traffic Studies and geotechnical testing has also been completed by Spiire to assist the design process with evidence collected being used to support intersection, parking, pedestrian crossing and pavement design.</p> <p>Spiire has now reached a key stage as part of the Preliminary Design, where the finalisation of the road cross section will occur. This includes footpath, bike path, roadways, medians and nature-strip/commercial zones. Car Parking has been finalised with designs honouring the Council adopted Concept Design layout with parallel parking bays. Upon detailed investigation it was determined that the overall objectives of street beautification would be limited by retaining angled parking bays as this would restrict any outdoor dining areas and limit available nature strip buffers. This was then put to Council to note in the April meeting which was approved by Councillors.</p> <p>Spiire commenced the process of service location within the Road Reserve through non-destructive digging processes. This initially has utilised Ground Penetrating Radar technology to locate and identify services. GPR is used to capture indicative locations that will be then confirmed later during hydro-excavation and hand-excavation to confirm heights and alignments. Confirmed locations will then inform detailed design outputs. Council is now undertaking the process to determine service upgrades including potable and non-potable water, and stormwater management networks. Council is also working with Spiire to include a stand-alone fire water service supply network to negate the need for onsite fire fighting system</p> <p>May Key Design Updates:</p> <ol style="list-style-type: none">Parallel Parking was adopted as the parking approach for the extent of Meninya StreetBike Path was revised from a separated 2.5m bike path to a 4.0m Shared User Path to resolve safety and design issues.Off-street parking was revised at the Meninya Street Office to relocate long vehicle parking to a more functional location. <p>July Key Updates:</p> <p>Functional Layout Plans were provided to MRC and have undergone extensive review by all relevant departments. Functional Layout Plans will be revised to include feedback before being recirculated with Councillors. Revisions include maximisation of car parking facilities, revision of footpaths and pedestrian crossings, alterations to intersections and realignment of kerbs and line marking.</p> <p>During the month of July, the project received a short period of press related to car parking and a business led petition related to the removal of parking bays. Council’s Director of Planning and Environment responded to questions received with facts regarding improvements to overall parking provisions within the Moama CBD.</p> <p>August September:</p> <p>Design continues with Spiire Australia Pty Ltd for the detailed design of Meninya Street. Functional Layout Plans were returned to Council for comments following revisions implemented by Spiire. In addition, Spiire and Council met to kick off landscape design by completing a full walkthrough to identify key areas, critical public infrastructure and existing businesses.</p> <p>As part of the Functional Design process, Council and Spiire identified further improvements to the design inline with feedback from the community and Council. This included:</p> <ul style="list-style-type: none">Improvements to pedestrian crossing locations including the removal of excess crossing points to achieve a balance of pedestrian safety and traffic calming.Reconfiguration of bus stops to improve connectivity and accessibilityImprovements to parking provisions including kerb outstands and DDA parking provisions.Reconfiguration of parking and pathways on Boundary Road to improve connectivity to the twin town walk and points of interest.Spiire also completed surveying works on 6 Meninya Street and 8 Blair Street to confirm boundary locations as part of the Meninya Street Precinct Project. <p>October:</p> <ul style="list-style-type: none">Revision C (third iteration) of Functional Layout Plans were returned to Council for review which included maximising car parking in all areas, improving pedestrian accessibility, footpath networks and public infrastructure.	
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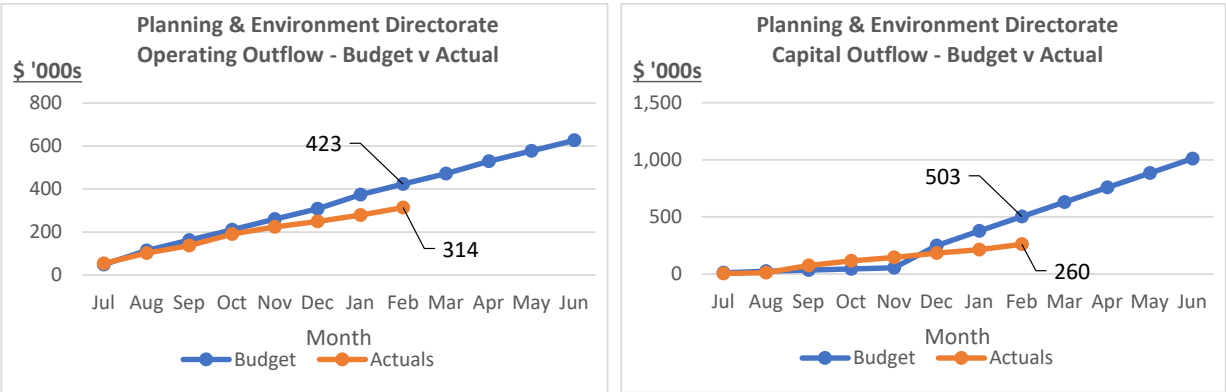
murray river council

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								<div><div>- Landscape Concepts were developed by Spiire reviewed by the Project Board with minor revisions identified primarily related to plant and tree species.</div><div>- Electrical Network Design is currently being delayed by Essential Energy due to unknown factors.</div><div>- Contract Completion date is now estimated as March 2025.</div></div> <div>January:</div> <div><div>- Council moved to retain angled parking in the three existing locations on Meninya Street in January 2025. Variation Requests have been issued to Spiire Australia to obtain costings for the redesign of the streetscape in these key areas.</div><div>- Functional Layout Plans which include angled parking are to be developed and reported back to Council at future meetings</div><div>- Detailed design on hold until Functional Layout Designs are approved (including angled parking).</div></div>	
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:		✓	✓		Murray Downs Precinct Structure Plan, Moulamein and Mathoura Mainstreet redevelopments	
	Deliver	(DP 3.10.2) Meninya Street Moama is the initial priority for MRC	B: DPE P: O:	✓	✓	✓	✓	Refer Meninya Street Precinct Project update above for progress on this project.	●
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



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PART D: Project Status

Project	Update Summary
Meninya Street Streetscape Upgrade	<div><div>Overview:</div><div><ul style="list-style-type: none">- Master Plan was developed in 2018 based on feedback from the community and businesses to identify needs and wants from the streetscape- 2022, Project Manager and Advisory Committee commenced scoping discussions for a detailed Concept Plan- 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.- September, 2022 – Consultation Report presented to Council outlining all feedback received and areas of investigation for future improvement.- October 2022, Procurement and award of contract for video animation ‘fly through’ of Meninya Street.- April, 2023, Video Animation endorsed by Advisory Committee and Council following the completion of public consultation.- May 2023, Procurement commenced for Meninya Street Detailed Design, advertised by Public Tender.- September, 2023, Contract Awarded to Spiire Australia Pty Ltd for the detailed design of Meninya Street.- December 2023 – March 2024 – Feature Surveying Completed- March 2024 – Geotechnical Testing of Streetscape, Laneways and Footpath areas completed (minor service location undertaken to assist with bore-hole placement)- April 2024 – Finalisation of streetscape cross section widths to progress with detailed design. Cross sections are inline with adopted concept designs and objectives set by Council for the project.- May 2024 – Major design changes adopted by Council following expert advice including:<ul style="list-style-type: none">o Parallel parking adoptedo Removal of designated bike path, and adoption of a shared user path to improve safetyo Revision of off-street parking at Blair Street South to support redevelopment.o Completion of ground penetrating radar (GPR) service location.- June/July – Draft Functional Layout Plans were provided to Council for Review. All Asset Owners were provided the opportunity to identify revisions and commentary to be returned to spire. Revision focused primarily on the improvements to parking provisions, pedestrian crossing and alterations to intersections through the improvements of kerb and line marking. In this period, the project received a high number of enquiries from Businesses on Meninya St related to parking due a public petition. Council responded via media with information regarding existing and proposed parking provisions within the streetscape.</div><div><p>August September - Design continues with Spiire Australia Pty Ltd for the detailed design of Meninya Street. Functional Layout Plans were returned to Council for comments following revisions implemented by Spiire. In addition, Spiire and Council met to kick off landscape design by completing a full walkthrough to identify key areas, critical public infrastructure and existing businesses. As part of the Functional Design process, Council and Spiire identified further improvements to the design inline with feedback from the community and Council. This included:</p><div><ul style="list-style-type: none">- Improvements to pedestrian crossing locations including the removal of excess crossing points to achieve a balance of pedestrian safety and traffic calming.- Reconfiguration of bus stops to improve connectivity and accessibility- Improvements to parking provisions including kerb outstands and DDA parking provisions.- Reconfiguration of parking and pathways on Boundary Road to improve connectivity to the twin town walk and points of interest.- Spiire also completed surveying works on 6 Meninya Street and 8 Blair Street to confirm boundary locations as part of the Meninya Street Precinct Project.</div></div><div><div>October:</div><div><ul style="list-style-type: none">- Revision C (third iteration) of Functional Layout Plans were returned to Council for review which included maximising car parking in all areas, improving pedestrian accessibility, footpath networks and public infrastructure.- Landscape Concepts were developed by Spiire reviewed by the Project Board with minor revisions identified primarily related to plant and tree species.- Electrical Network Design is currently being delayed by Essential Energy due to unknown factors.- Contract Completion date is now estimated as March 2025</div></div><div><div>January:</div><div><ul style="list-style-type: none">- Council moved to retain angled parking in the three existing locations on Meninya Street in January 2025. Variation Requests have been issued to Spiire Australia to obtain costings for the redesign of the streetscape in these key areas.- Functional Layout Plans which include angled parking are to be developed and reported back to Council at future meetings- Detailed design on hold until Functional Layout Designs are approved (including angled parking).</div></div></div>
Moama Soundshell Playground	Please refer to update in Parks and Bio-Security MOR – project commenced in august 2024
Horseshoe Lagoon Upgrade:	Please refer to update in Parks and Bio-Security MOR – Project was completed in August 2024 funded by the Stronger Country Community Fund.

PART E: Business as Usual

PART F: Service Metrics

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Planning and Environment Directorate

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>
15/2/2023	Development Services resourcing	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. 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. 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.	<div><div>- Continue to advocate for “stocktake process” to be completed Nationally via local government forums and consider international recruitment of planning staff</div><div>- Advocacy at high levels through NSW Government to understand the impact on MRC growth etc.</div><div>- 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.</div><div>- 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 algin skills and experience with the technical work and admin staff with more admin tasks. First stages of advertisement will be advertised in Early April.</div><div>- Para planner roles and local government approval role has been filled. Senior technical roles and planning staff are being advertised currently until filled.</div><div>- A council report will be seeking Council support for a longer term consulting arrangement to lower the cost of senior planning staff contracts, whicl securing longer term resources with in the department.</div><div>- Regional Placemaking planner interviews in May, New Parra Planner appointed.</div></div>	<div><div></div><div></div><div></div></div>

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Moama Soundshell Playground Site Established – Works to commence in February 2025 on the completion of stage 2 and 3.

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Development Services

PART A: Section Accountabilities and Team Roles

Manager Development Services	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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Development Services

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%
36%
64%

Green Amber Red

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							
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment.														
1.4 - Improving areas of natural habitat														
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:	✓	✓			A new waterfront strategy for the Riverina Region is under development by DPE. Specific waterfront requirements are to be included in the DCP currently under development. No timeline for the delivery of the DPIE strategy is known. MRC DCP Review occurring now with Housing Strategy to be reviewed as a priority to the DCP.	●					
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.	●					
Theme 2 – Goal 1 – Deliver exceptional and consistent service to our internal and external community.														
2.4 - Statutory Planning and Building														
Encourage improved standards of development applications. (S DPE)	Deliver	(DP 2.4.1) Percentage of approvals completed within statutory timeframes.	B: MDS P: O:	✓	✓			Development Services continue to enhance and develop streamlined process along with additional resources with the objective to fast track approvals. Council currently has a fast-track team consisting of 6 staff working on domestic and residential developments with average processing times of 27 days.	●					
		(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 upon further information from DPIE. The matter is to be addressed in the new DCP currently under development.	●					
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:	✓	✓			Underway as a part of the Tech One process.	●					
	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 released 2024. A new version of the checklists including updates and guides is to be released in 2025 AND UPDATED ROUTINELY.	●					
	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:	✓	✓				●					

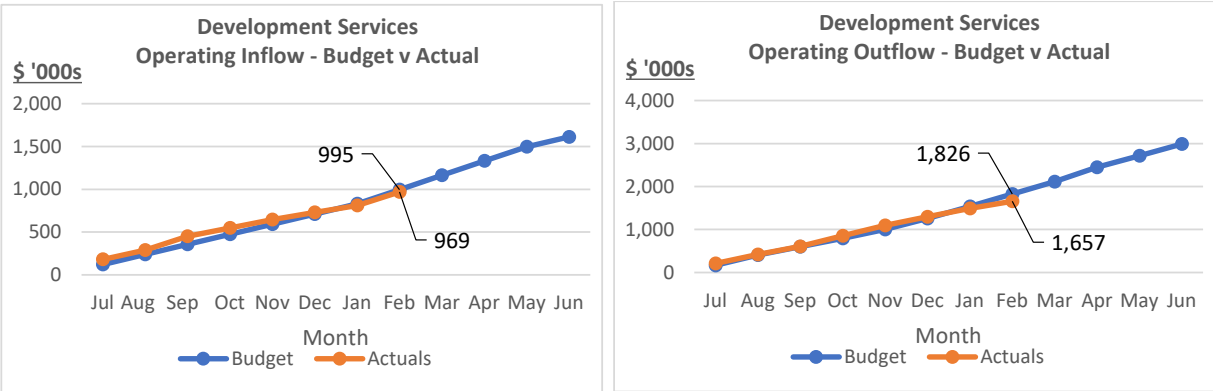
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Development Services

Theme 3 – Goal 2 – Enable development of sustainable liveable communities.									
3.7 – Housing Strategy									
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:	✓	✓			Final Copy uploaded onto Council website February 2024. HS currently under review by DPIE & MRC.	●
	Deliver	(DP 3.7.2) Review and update the Local Environment Plan in relation to the Housing Strategy Outcomes.	B: MDS P: O:			✓	✓		
Theme 3 – Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.									
3.11 – Town Planning / Land Use Strategies									
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:		✓	✓		MDS is working with Council’s consultant Louise Collins to develop Council’s new DCP for the whole LGA. The framework/outline for the DCP is underway with a FIRST DRAFT expected late 2024. The timeline has been amended to take into consideration flood controls.	●
	Deliver	(DP 3.11.2) Review and develop a new Local Environment Plan	B: MDS P: O:			✓	✓	Action to commence 2025	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.									
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		✓	✓	✓	✓	This matter may be addressed in the DPE’s Waterfront Strategy however will also be addressed in the DCP.	●

PART C: Financial Outcomes



PART D: Project Status

March 2025	Residential Housing Strategy	MRC Local Housing Strategy to be adopted in full review by late 2025 with full Master Planning	March 2025 – Due for open tender late 2025
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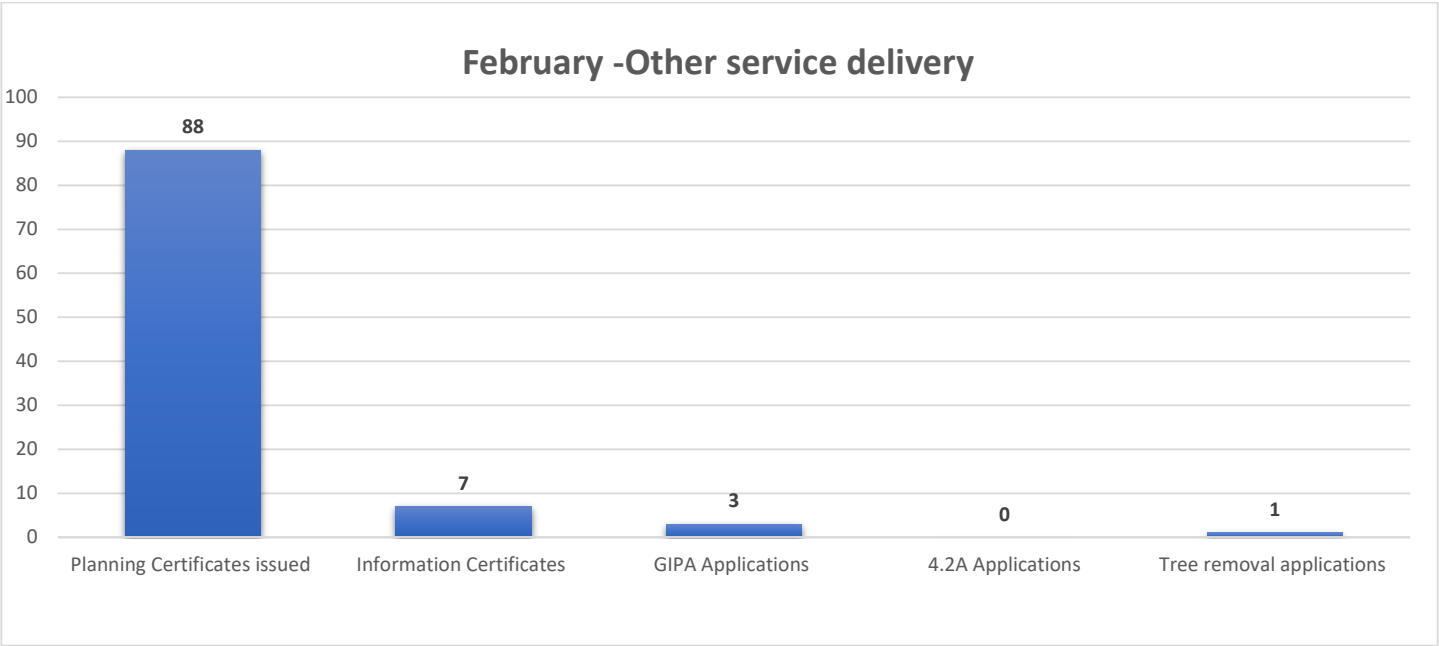
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March 2025	Development Contributions Plan	The development of a new Development Contributions Plan in accordance with MRC’s new LHS and Infrastructure Master Planning.	<i>Project relies upon input from the LHS and Infrastructure Master Planning</i>
March 2025	Moulamein Master Plan	A Full Moulamein masterplan for housing, employment lands, main street revival, retail, infrastructure, roads and economic development opportunities	<i>March 2025 – for community consultation</i>
March 2025	Mathoura Main Street Master Plan	A Mathoura Master Plan for the rejuvenation, accessibility and place making of the Mathoura Centre.	<i>Commence Community Consultation May-June 2025</i>
March 2025	Development Control Plan	Development of a relevant, practical MRC DCP that is one single document for the Shire	<i>Under development, due for adoption post LHS.</i>
March 2025	LEP Review	A Full review of the Wakool & Murray LEPS	<i>Commenced review and discussions with DPHIE.</i>

PART E: Business as Usual

Planning Certificates issued	88
Information Certificates	7
GIPA Applications	3
4.2A Applications	0
Tree removal applications	1

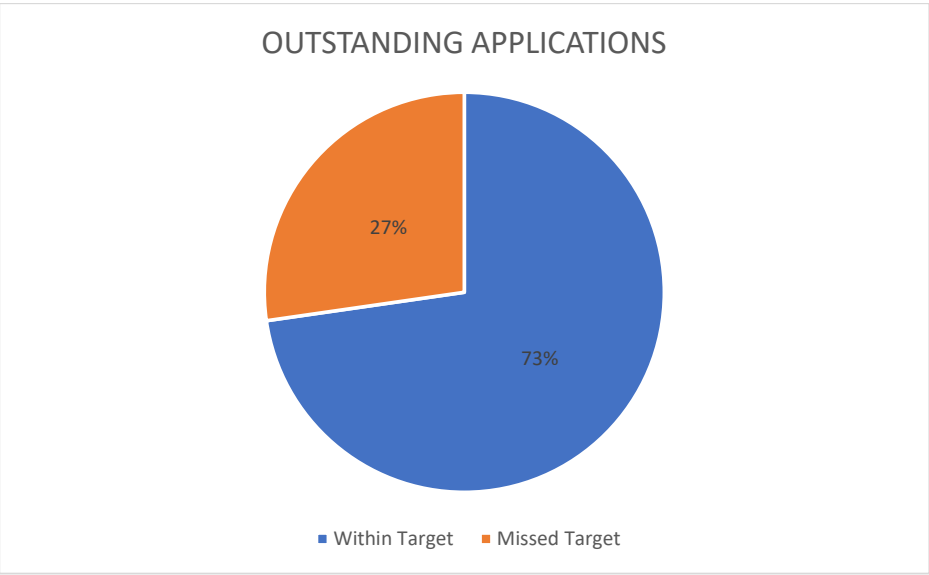
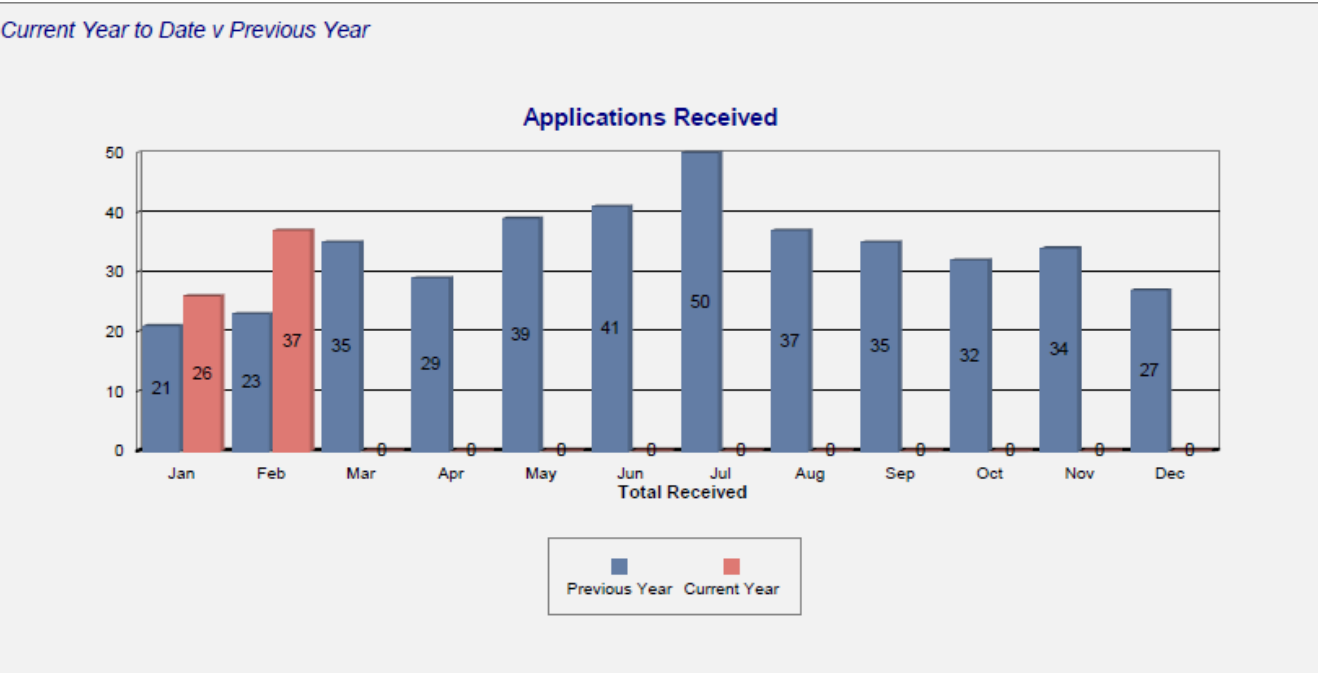


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Development Services

DEVELOPMENT APPLICATIONS:



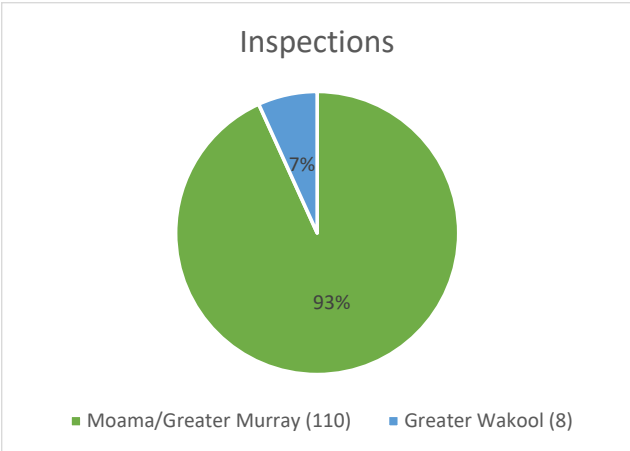
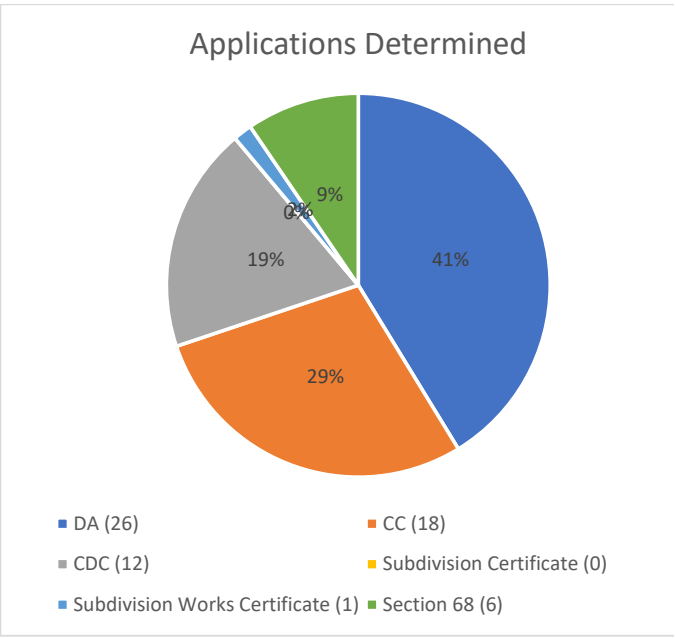
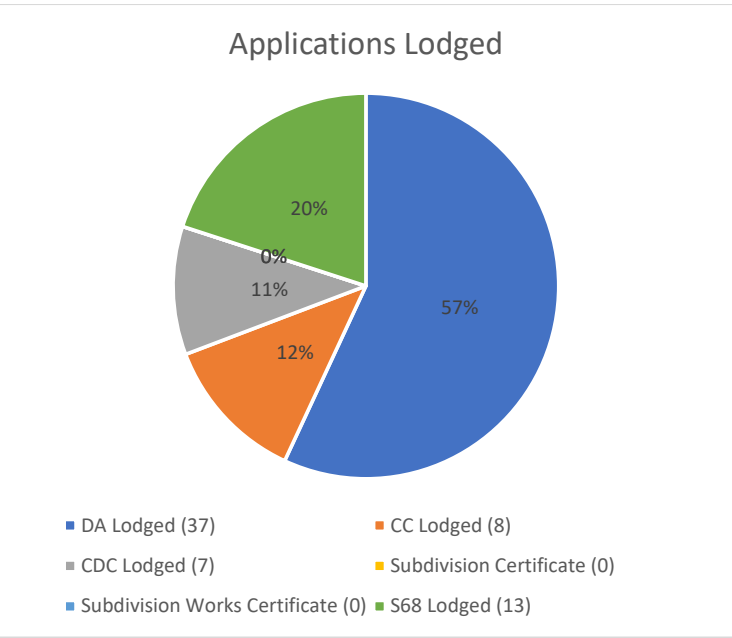
ALL COMBINED APPLICATIONS LODGED, DETERMINED and INSPECTIONS

Applications Lodged:

DA Lodged	37
CC Lodged	8
CDC Lodged	7
Subdivision Certificate	0
Subdivision Works Certificate	0
S68 Lodged	13

Applications Determined:

DA	26
CC	18
CDC	12
Subdivision Certificate	0
Subdivision Works Certificate	1
Section 68	6



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Development Services

Applications in the Portal, under Request for Information:

Development Applications – 24

Construction Certificates- 15

Section 68 -7

Complying Development Certificate – 14

Occupation Certificates – 7

Building Information Certificates – 2

Subdivision Works Certificate –5

Subdivision Certificate - 6

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>
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Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>
June 2022	E Planning Portal Errors	Log and record the errors and raise these issues with the E Planning Portal technical support team.	<p>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.</p> <p>Update: June 2022- 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.</p> <p>Update May 2023 – 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.</p> <p>Update October 2024 – DPIE held workshops around NSW with NSW Council’s to discuss the issues with the portal, how they can be fixed and to prioritise matters most urgent to Council’s. These workshops were interactive and informative with the first round of updates to the Portal coming in October 2024 which will allow greater permissions for Admin users to correct errors from inside the portal including those made by applicants. This is a huge change to the current restrictions with portal use and will prevent many cases being sent to the portal for correction. Further updates are due in December 2024 and these changes will be subject to feedback from users.</p>	<div><div></div><div></div><div></div></div>
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.	In 2025 a new forum dubbed the Development and Strategic Planning Group will be launched. The group will consist of 10 members including MRC Staff, industry professionals and community members. Members must apply to MRC for a seat in the group.	<div><div></div><div></div><div></div></div>

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Development Services

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">▸ project identification number and description.▸ the public amenity or public service the project relates to▸ amount of monetary contributions or levies used or expended on project.▸ percentage of project cost funded by contributions or levies.▸ amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan.▸ value of the land and material public benefit – other than money or land.▸ Whether project is complete. (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: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

2025 is off to a strong start with Dan Tayles, Jack Rogerson and Anna Schroeter all achieving Accreditation Status as Building Surveyors and Inspectors. Council now has Seven Accredited Certifiers which is incredible for a regional Centre. Well done to all staff on their dedication to their studies and on the job training!

Staff have completed the scope and brief for the Local Housing Strategy Review with intent to produce a clear, practical document that clearly identifies areas for growth including priority areas, relates to other Strategic Plans, is adequately consulted with relevant agencies and clearly outlines the Strategic Planning future for housing at MRC.

Staff are also working on the Moulamein Master Plan which has evolved from a Main Street Master Plan into a full township Masterplan which recognizes the potential opportunities relative to the REZ which are located within the region.

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Parks, Gardens, Open Spaces and Biosecurity

PART A: Section Accountabilities and Team Roles

Manager Parks and Biosecurity	Superintendent Parks and Biosecurity	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 Superintendent Parks and Biosecurity role leads and supervises the Biosecurity officers and Parks teams to conduct operational services daily. Key elements of the role are to manage the operational service delivery in Parks, Recreation Reserves and Cemeteries in accordance with Murray River Council’s policies and procedures and any legislative requirements. Further to this manage services relating to priority and invasive weeds throughout Murray River Council boundaries in accordance with the <i>NSW Biosecurity Act 2015</i>. The role is also a key leadership and management role for the Parks and Biosecurity disciplines where all activities are undertaken and prioritised in a consistent, sustainable, and efficient manner across the Murray River Council area.</p>	<p>The Team Leader is responsible for the supervision of staff and resources in the Parks & 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 & Open Space. 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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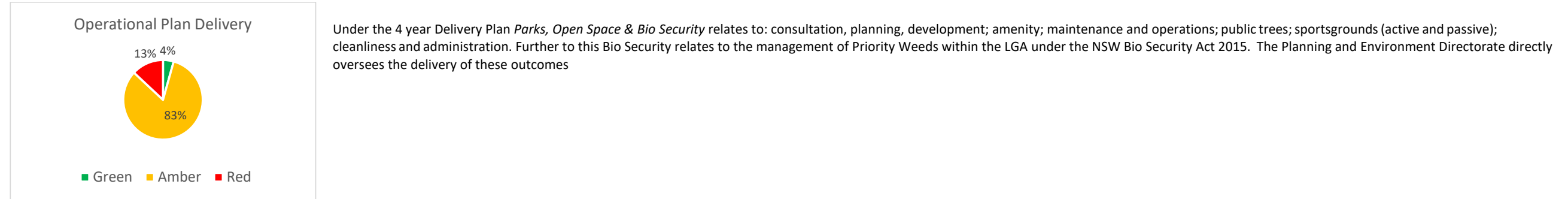
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PART B:

4 Year Delivery Program and 1 Year Operational Plan



4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div><div></div><div></div><div></div></div>
				1	2	3	4		
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.1 – Sports and recreation facilities and spaces									
Outcomes of the Asset and service delivery review to be planned for and prioritised. (S DPE)	Deliver	(DP 3.1.1) Develop a Service standards strategy for all Parks, Recreation reserves.	B: MPOSB P: MPOSB O:CPG	✓	✓			Parks and Open Space Strategy 2024-34 Adopted. Parks operational Service Delivery plan adopted and being implemented.	<div><div></div><div></div><div></div></div>
	Deliver	(DP 3.1.2) Investigate and plan for development of various boat ramps across the region.	B: MPOSB P: MIP O:CPG	✓	✓	✓	✓	Murray Downs Boat Ramp project ongoing. Ramp complete. Entry road works have commenced with preliminaries, site set up and some vegetation removal. Refer to Major Projects MOR.	<div><div></div><div></div><div></div></div>
	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. Individual user agreements currently under development for all sporting clubs expected to be sent out late March 25. New netball goal to be installed on existing tennis courts at Koraleigh Recreation Reserve after S355 request.	<div><div></div><div></div><div></div></div>
	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:			✓		Project not commenced. Waiting for commencement of Aquatic Strategy to provide detailed community consultation.	<div><div></div><div></div><div></div></div>
	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:SPG	✓	✓	✓	✓	Tender awarded to Belgravia Leisure at September 2023 Council meeting for Management of Moama & Mathoura outdoor Pools. 2024/25 Season preparation commenced. Maintenance on pools completed. Pool operations ongoing with visitation numbers high during holiday period. Nil shutdowns due to operational failure.	<div><div></div><div></div><div></div></div>
	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.	<div><div></div><div></div><div></div></div>
	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. Individual user agreements currently under development for all sporting clubs to list responsibilities. Tooleybuc Rec Reserve/ Hall to receive upgrade to facade and entry after the TMFNC were successful in receiving grant funds, works expected to be completed in early 2025 and will also include an outdoor kitchen and social area.	<div><div></div><div></div><div></div></div>
	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. Koraleigh Recreation Reserve budget bid prepared for Draft 25/26 budget consideration.	<div><div></div><div></div><div></div></div>

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	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.	●
	Deliver	(DP 3.1.11) Review and rationalise requirements for sports and recreation facilities, based on demands of such services, usage of existing facilities and affordability of maintaining and renewing such facilities.	B: MPOSB P: MPOSB O:MPOSB		✓	✓	✓	<p>All sports & recreation facilities currently maintained in accordance with service delivery schedules and applicable adopted master plans.</p> <p>Facilities managed in consultation with user groups and relevant Section 355 committees of management. Multiple S355 committees now dissolved with several more also requesting dissolution by council.</p> <p>Further review and assessment of current usage trends to be undertaken.</p> <p>Noting decline in volunteers to continue to maintain sport and recreation facilities. Barham Recreation Reserve volunteer signed into MRC volunteer program to continue his services after 355 dissolution in November 2024.</p> <p>Increased requests for support for grant funding applications by sporting and user groups.</p> <p>Barham Recreation Reserve entry box demolished.</p> <p>Moulamein South Netball courts scoped for repairs prior to 2025 season due to surface cracking and drainage issues, contractors engaged, site works commenced to complete drainage.</p>	●
Theme 3 – Goal 2 – Enable development of sustainable liveable communities									
3.8 – Community / Botanical Gardens									
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		✓	✓	✓	Maintenance and support provided in accordance with Parks Operational Service Delivery plan and budgets. Ballerina Statue was vandalised and has been sent away for repair through insurance claim.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.									
Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity	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 Yellowmog 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 with ramp completed awaiting construction of entry road and carpark.	●

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<div>blocks where appropriate.</div> <div>Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions.</div> <div>(S DPE)</div>									
	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.	<div></div>
	Deliver	(DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans	B: MPOSB P: O:			✓	✓	Project not yet commenced. Meninya Street design ongoing.	<div></div>
	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:		✓	✓		Public amenities strategy to be scoped and completed as an action of the Buildings Strategy. Due to commence early 2025.	<div></div>
	Deliver	(DP 3.13.8) Ongoing feasibility assessments for new and existing picnic areas.	B: MPOSB P: O:			✓		Project commenced and ongoing in accordance with Capital budget allocation and Parks & Open Space Strategy 2024-34. New areas currently under construction to complement viewing areas for water tower artworks in Barham, Moulamein, Mathoura & Moama. Furniture upgrades continue in accordance with Parks & Open Spaces Strategy 24-34 asset inclusion list.	<div></div>
	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.	<div></div>
	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:		✓	✓		Level of services included in the Parks & Open Space Strategy. Current assets reviewed and inspected in accordance with Parks Operational Service Delivery Plan. Asset Management plan reviewed.	<div></div>
	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. Furniture recently procured for installation across LGA to replace old assets, installation ongoing.	<div></div>
	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. Recently storm damaged sail at Koraleigh Recreation Reserve to be replaced.	<div></div>

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	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	✓	✓	✓	✓	Outstanding projects from 2022 floods have received CAT D funding approval. Projects include Riverside Caravan Park small section of wall beside cabin alongside Sewer Pump out station, procurement has been completed and works are expected to be delivered early 2025. Barham Tourist Caravan Park – Bank Stabilisation Completed. Moulamein Courthouse works completed- Road access & levee re-establishment. 	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.14 – Public Space Waste and Recycling									
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.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.16 – Weed Management									
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. 2024/25 WAP allocations and targets identified. Stakeholder and land owner engagement and education included in the WAP targets. Monthly BIS reports submitted to NSW DPI.	●

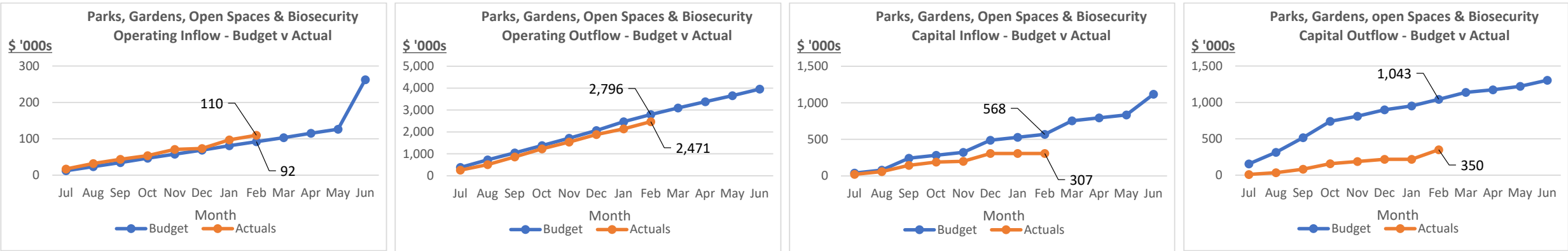
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								Operations ongoing. WAP funding application submitted late February 2025.	
	Deliver	(DP 3.16.3) A reduction of priority weeds reducing over time.	B: MPOSB P: CB O:CB	✓	✓	✓	✓	Project commenced and ongoing. 2024/25 WAP allocations and targets identified. GIS mapping and reporting of priority weeds ongoing. Biosecurity staff engaged with Murray Regional Weeds Committee to discuss invasive species.	●
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.									
7.2 – Leverage the GIS to improve the extent, efficiency and effectiveness of data capture.									
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				✓		
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.									
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
Barham Recreation Reserve	SCCF5	Barham Recreation Reserve Art & Tourism project viewing platform	Complete	100%	Delivered	Works completed Feedback Survey completed. Funding acquittal and final reports currently being prepared.

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Moulamein	SCCF5	Moulamein Lake Accessibility & Infrastructure upgrade	Complete	100%	Delivered	<p>Works complete</p> <p>Feedback Survey completed. Funding acquittal and final reports currently being prepared.</p> 
Moama	SCCF5	Horseshoe Lagoon Landscaping	Complete	100%	Complete.	<p>100% of Works Completed.</p> <p>Photos of Before vs After:</p>

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Moama	LRCI	Moama Soundshell Playground	Procurement	40%	In Progress	<div>Moama Soundshell Playground – Stage 2 and 3 funded by Local Roads and Community Infrastructure Fund (LRCI)</div> <div>Construction of stage 2 and stage 3 of the playground design.</div> <div>Scope of works:</div> <ul style="list-style-type: none">• Concrete path and edging• Softfall, mulch, sand pit and turf• Log play equipment• Slides, seesaws and swings• Balance beams, logs, play ropes and climbing walls• Mounds, climbing logs and retaining walls.• Street furniture including park seats. <div>Progress to date:</div> <div>Construction commenced onsite. Stormwater Management network installed. Playground equipment, log structures and concrete works in progress. Project on track for completion.</div> 

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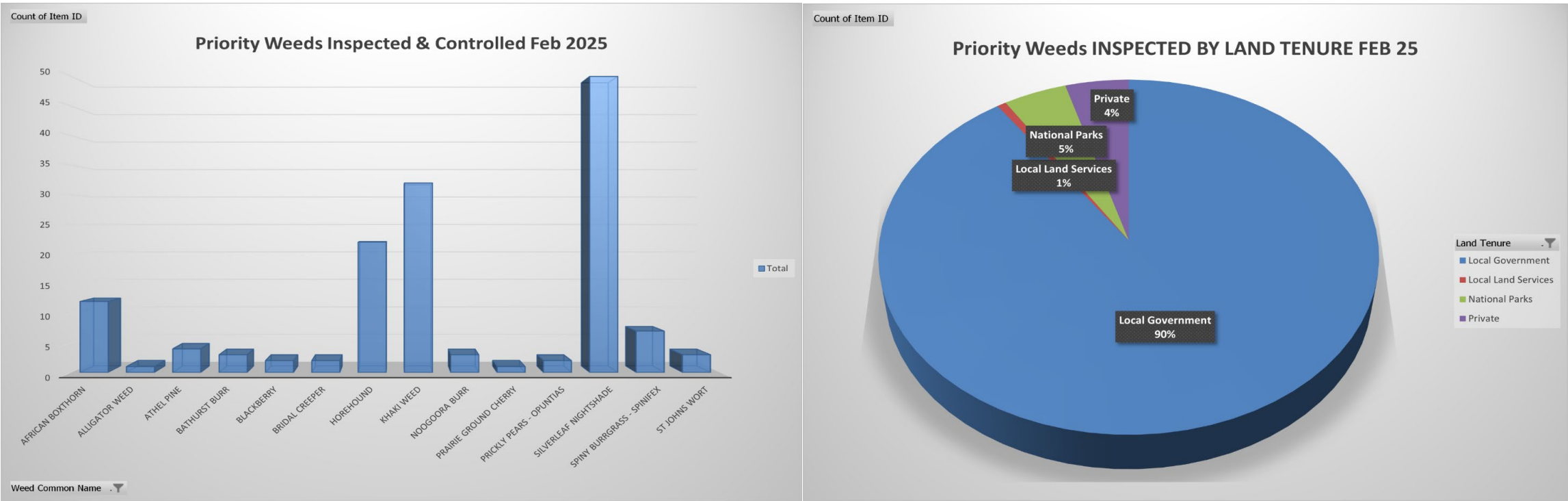
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Weed Action Plan (WAP) agreed targets met. BIS reports being prepared for Murray Local Land Services.
Roads, Reserves and Waterways Sprayed for WAP – Sweet Briar, Spiny Burrgrass, Silverleaf Nightshade, Khaki Weed, African Boxthorns, Horehound, Creeping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

- OPERATIONS:
- Weed Action Plan Targets met and reported to NSW DPI & Murray Local Land Services.
 - WEED ACTION PLAN – 106** Points recorded and reported to BIS.
 - NIL infestations –12
 - Infestations – 144

19 Sites Inspected and 566km Roads inspected.



GENERAL WEED CONTROL - Road Spraying 996km sprayed.

MRC roadside shoulders	MRC Line road property fence line and tracks sprayed	Wakool Rec Reserve outside oval spraying	Wakool Rec Reserve oval sprayed for broadleaf weeds		
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Parks, Gardens, Open Spaces and Biosecurity



Wheel Cactus

Prickly Pear in fruit

Noogoora Burr in seed

Silverleaf Nightshade on roadside.

Ongoing monitoring of high risk sites. Boneseed, Cape Broom, Castor Oil Plants etc.

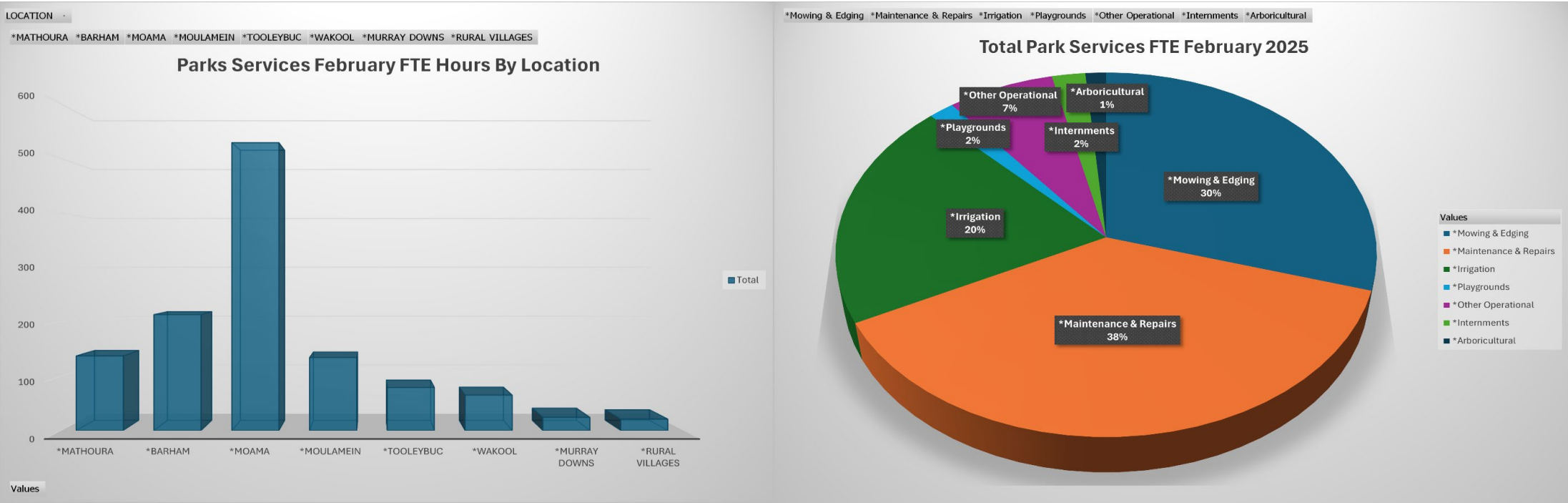
- New Cape broom infestations found at Mathoura and Barham have been treated by relevant property managers.
- New Wheel cactus infestation found at Barham has been treated by the relevant property managers.
- Yellow Water Lily in Perricoota State Forest is thriving. Control will be implemented once in flower.
- Castor Oil Plant infestation Mathoura on TSR
- Silverleaf Nightshade on road sides.

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GENERAL PARKS OPERATIONS:



<p>MOULAMEIN:</p> <ul style="list-style-type: none">• Town Maintenance (M&R)-General mowing and cleaning of main street.• Horticulture (M&R):• Playgrounds: Nil• Irrigation- Nil• Mowing- As per service delivery Plans.• Furniture (M&R): Water tower, Triangle, Howard Park & Cemetery• Burial service- NA• Inspections- Monthly park inspections completed.• Arboriculture- New trees in multiple parks.• Recreation (M&R): Netball court drainage works.	<p>TOOLEYBUC:</p> <ul style="list-style-type: none">• Town Maintenance (M&R)-General mowing and cleaning of main street.• Horticulture (M&R): Nil• Playgrounds- Nil• Irrigation- General M & R• Mowing- As per service delivery Plans.• Burial service- NIL• Inspections- Monthly park inspections completed.• Arboriculture: Nil• Recreation (M&R)- Drainage works at Hall completed. Hall surrounds & driveways re-sheeted.	<p>MURRAY DOWNS:</p> <ul style="list-style-type: none">• Town Maintenance (M&R)- Nil• Horticulture (M&R): Nil• Playgrounds: Nil• Mowing- As per service delivery Plans.• Irrigation- Valve repair Sandpiper Drive entry• Arboriculture- General clean up after storm event.• Inspections- Monthly park inspections completed.
<p>BARHAM:</p> <ul style="list-style-type: none">• Town Maintenance (M&R)- Cleaning of main street.• Horticulture (M&R): NIL• Playgrounds- NIL• Irrigation- NIL• Mowing- As per service delivery Plans.• Furniture: NIL.• Arboriculture: Essential Energy clean up.• Burial service-NA• Inspections-Monthly park inspections completed.	<p>WAKOOL:</p> <ul style="list-style-type: none">• Town Maintenance (M&R)- Cleaning of main street & public amenities.• Playgrounds- Nil.• Irrigation- Repairs-Wakool Hall Surrounds & Park• Mowing- As per service delivery Plans.• Arboriculture: Clean up Recreation Reserve, Essential Energy cleanup.• Inspections-Monthly Park inspections completed.• Recreation- Mowing & grounds clean up for events. Football game (Barham Vs Moulamein), Topdressing, Broadleaf spraying.	<p>MATHOURA:</p> <ul style="list-style-type: none">• Town Maintenance (M&R)- Cleaning of main street.• Horticulture (M&R): Nil• Playgrounds- Nil.• Irrigation- General programming.• Mowing- As per service delivery Plans.• Furniture: Art trail installations.• Arboriculture: Manual tree watering• Burial service-Nil• Aquatic: Chemical delivery• Inspections- Monthly park inspections completed.

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<ul style="list-style-type: none">Recreation (M&R): Meeting with volunteer to sign MRC induction paperwork. Replace solar lights. Dog Park turf and irrigation installation.		<ul style="list-style-type: none">Recreation (M&R)- Scheduled mowing. Fertiliser application.
MOAMA: <ul style="list-style-type: none">Town Maintenance (M&R)- Cleaning of main street, Moama Wharf repairs (vandalism)Horticulture (M&R): Weeding and spraying.Playgrounds- NilIrrigation- Recreation Reserve Jack Eddy oval repairs.Arboriculture- Street tree requests for pruning.Furniture (M&R): Installations-Lions Park, Water TowerMowing- As per service delivery Plans.Burial service- Multiple internments.Aquatic: Vacuum replacementInspections-Monthly park inspections completed.Recreation (M&R)-	RURAL VILLAGES-BUNNALOO, WOMBOOTA & CALDWELL: <ul style="list-style-type: none">Town Maintenance (M&R)-General mowing.Playgrounds- Nil.Irrigation- Bunnaloo Recreation Reserve- Sprinkler repairs & GSI replacement.Horticulture (M&R): NAFurniture (M&R): NAMowing- As per service delivery Plans.Inspections- Monthly park inspections completed.Recreation (M&R)- Bunnaloo Recreation Reserve mowing as per service delivery plans.	



Moama Wharf- Closed due to vandalism



Wakool Rec Reserve oval prep for Barham vs Moulamein



Moama Dog Park- New turf & irrigation



Tooleybuc Hall- Drainage & re-sheeting

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>
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	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: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Highlights:

- WAP grant 24/25 application submitted by MRC Biosecurity team
- MRC Biosecurity team attended Water Weeds and Prickly Pear training in Albury
- MRC attended the Regional Weeds Committee meeting in Corowa.
- MRC provided updated for the State NSW/VIC cross boarder meeting
- Recruitment- Team Leader position internally filled in Barham. Parks Attendant FTE in Barham advertised to refill & complete team.
- Recruitment- Business Unit Support Officer position filled. Position will provide support to Sport & Recreation services bookings and general administration.
- Recruitment-Parks Apprentice based in Moama re-advertised.
- Wakool Recreation Reserve-First game of AFL between Barham & Moulamein in four years. Evening was well supported by community, thanks to the Parks team for ground preparation.
- Cat D works at Moulamein Court House completed.

Threats:

- Continued dry conditions impacting services due to extended irrigation periods.
- On going vandalism at Moama Wharf and cost of repairs. Police notified.
- Staff leave & recruitment impacting on service delivery.
- Negative feedback in relation to Parks Operational Service Delivery Plan introduction due to some service reductions in accordance with adopted plans.
- Climate- Storm events mainly high winds impacting on urban street trees, Parks and natural reserves.

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Waste and Compliance

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 & 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 & 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 & 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>																																																																																																																																																								
Accountabilities <table><tr><th>SBPO</th><th>Accountability</th></tr><tr><td>B</td><td>Waste to Energy</td></tr><tr><td>B</td><td>Development Services Investigations</td></tr><tr><td>B</td><td>Parking Management</td></tr><tr><td>B</td><td>Commercial Waste Management</td></tr><tr><td>B</td><td>Domestic Waste Management</td></tr><tr><td>B</td><td>Waste Transfer Station Management</td></tr><tr><td>B</td><td>Construction Materials Recycling and Disposal Management</td></tr><tr><td>B</td><td>Landfill Sites</td></tr><tr><td>B</td><td>Public Roadside Bin Management</td></tr><tr><td>B</td><td>Public Health Management</td></tr><tr><td>B</td><td>Management of unauthorised Activity</td></tr><tr><td>B</td><td>Management of unauthorised Activity Fires/Firewood & Camping</td></tr><tr><td>B</td><td>Pollution Regulation</td></tr><tr><td>B</td><td>Management of UPSS</td></tr><tr><td>B</td><td>Management of Illegal Dumping</td></tr><tr><td>B</td><td>Animal Regulatory Service 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Waste and Compliance

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%

40%

60%

Green

Amber

Red

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						
				1	2	3	4							
Theme 1 – Goal 1 - Facilitate Circular Economy														
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	✓	✓			The site is now officially open and receiving containers from the public.	●					
Theme 1 – Goal 1 - Facilitate Circular Economy														
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.	●					
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment														
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. The push pit at Moama Waste Management Facility has been updated and now moves to the planning phase before going out for tender.	●					
Theme 3 – Goal 3 – Delivering best practice and compliant waste and recycling service and infrastructure that meets community needs.														
3.9 – Kerbside, landfill and waste collection services and facilities														
Design and implementation of the Food Organics and Garden Organics (FOGO) program. (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	✓					●					
Develop & begin implementation of the	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.	●					

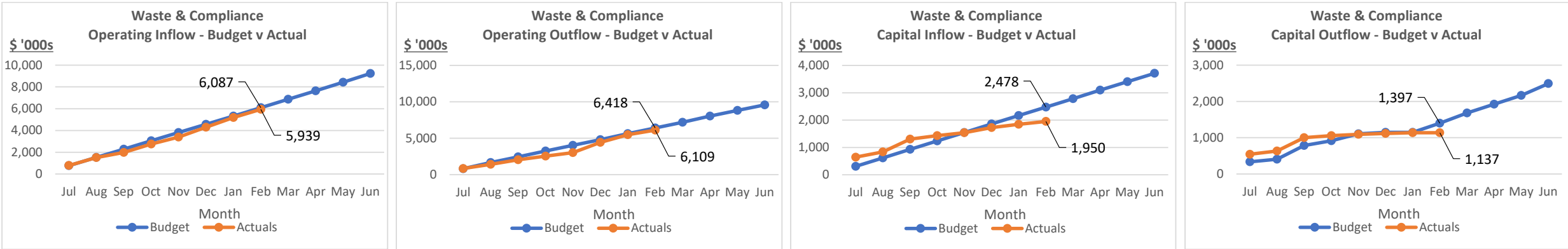
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Waste and Compliance

Waste Management Strategy. (S DPE)								
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs. 3.14 – Public Space Waste and Recycling								
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 Moama Landfill Push Pit project redesign has been finalised, a bill of quantities received, and tender schedules developed. The Planning and Building Department are now reviewing all documentation before progressing the project through a Complying Development Consent process. The waste and project management team met to review documentation and designs to ensure the documents are clear and tender ready. A number of points were raised, and a list of changes have been received back from the consultant and a fire services consultant has now been engaged to certify the designs to satisfy the building team requirements.
- The first phase of the new landfill project to investigate the suitability of the northern block (adjacent to the current landfill) for landfilling is drawing to a close before progressing to the Development Consent phase. Engineering, site soil suitability reports and a planning pathway report have been received. Council has reviewed this along with designs and met with the project team to provide feedback to the consultant.
- Council has received the methane gas pumping trial report from Run Energy following the 3-month gas pumping trial. Further recommendations have been made and a quote to install a permanent system based on the data from the trial has been received and reviewed. Information has been requested to investigate the viability of installing a small power generation unit to be able to pump power back into the grid using a generator unit that is run off methane gas.
- Council has commenced an application for the NSW EPA Landfill Consolidation and Rehabilitation grant to apply for funding to help rehabilitate the Koraleigh Landfill and applied for polystyrene and cardboard bailing systems for Moama Waste facility.
- Enclosures have been installed at the Barham and Mathoura Transfer Station to collect polypropylene bags which are used heavily in the agriculture industry for seed, fertiliser and stock feeds. This service will allow community to drop off the bags at these two sites free of charge if they are listed under the branding scheme.

Compliance

- The team has commenced implementation of Hazard Inspection Report at Barham and Moama Pounds and working together in addressing identified hazards and updating some equipment.
- Officers have been still attending to annual fire hazard inspections utilising the Crest SE program.
- Compliance team and Development Services meeting fortnightly for panel meetings to address ongoing issues of non-compliance to development approvals and unpermitted or prohibited land use issues.
- Animal Destruction Policy, Compliance and Enforcement Policy, Companion Animal Policy and Firearms Policy all drafted and will be sent out for comment.
- Capital Works proposal has been submitted for new Moama pound.
- Initial meetings occurring with Campaspe to determine the viability of utilising their Animal Shelter Facility in lieu of a new facility in Moama.

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Monthly Operational Report – February 2025

Waste and Compliance

Environmental Health

- Leah Gullan from Osbourne Richardson Australia finished with Council on February 14.

PART E: Business as Usual

Waste

- Councils waste team have been investigating tyre recycling options and will look at their first tyre collection with Tyrecycle in the coming month.
- The Return and Earn facility is starting to attract some volume with over 750,000 containers processed through the facility and the largest volume to date was 29,000 in a day thus far.
- The Waste team have setup new tyre and mattress recycling bunkers to keep correct separation distances between materials at the site.
- The Return & Earn staff have made some improvements to bin lifters and operations to keep glass from shattering when it is tipped.
- The Moama Waste Management Facility has commenced a new lift in landfill cell 5 with the Trimble GPS proving to be handy for the operators to keep on target with levels.
- The Moama Waste Management Facility community recycling centre received an audit from EPA with improvements implemented and ticked off to satisfy the requirements of the audit.

Compliance

- There have been over 90 animals through the Moama and Barham pounds to date.
- Compliance Officer – Ranger appointment. Tim Roeszler commenced with MRC on Monday February 24.

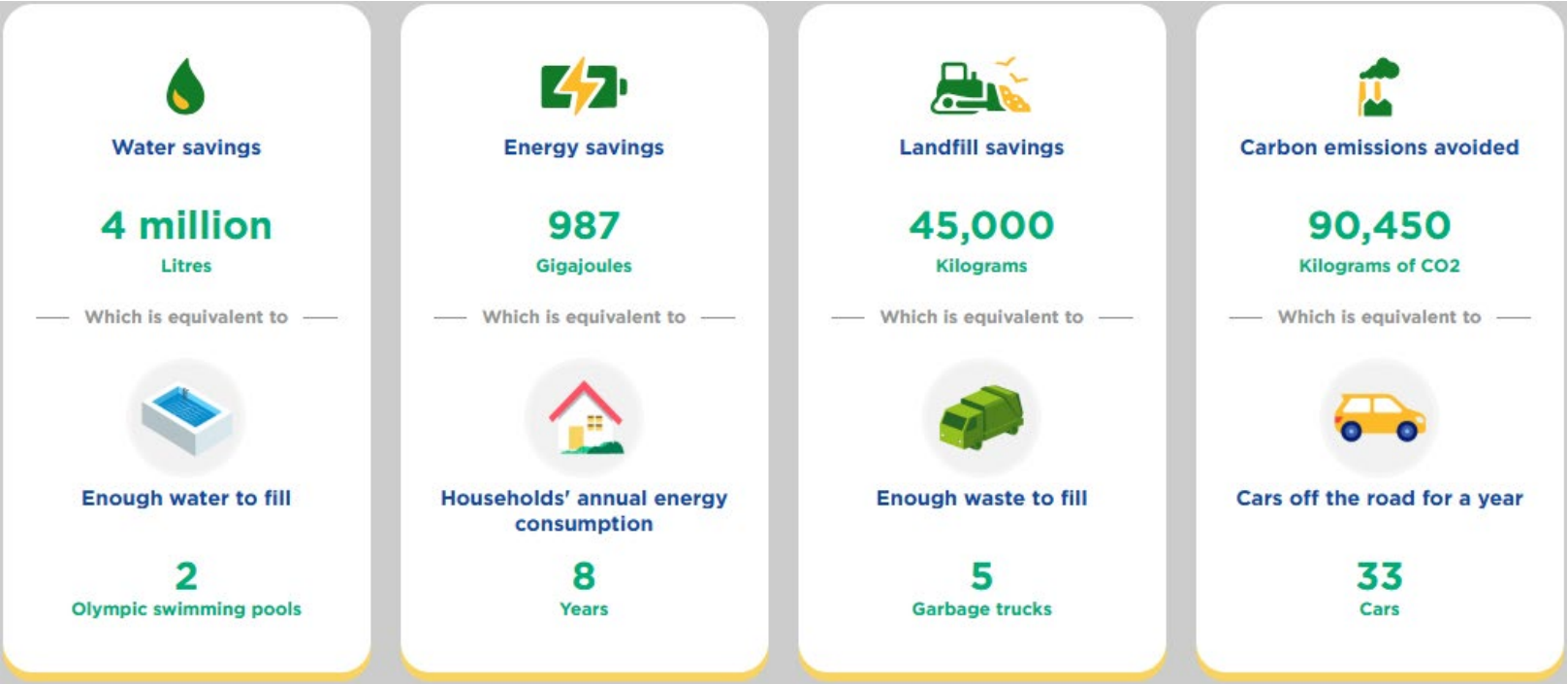
Environmental Health

- A number of food business applications have been received and assessed during the month.
- Responding to various enquiries from the public including, skin penetration, hair, beauty and food businesses.

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Waste and Compliance



Data showing the positive impact the Return & Earn has had on the Community & Environment since operating



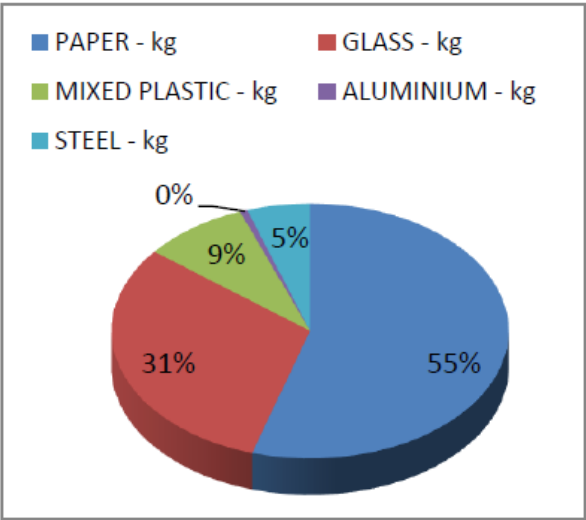
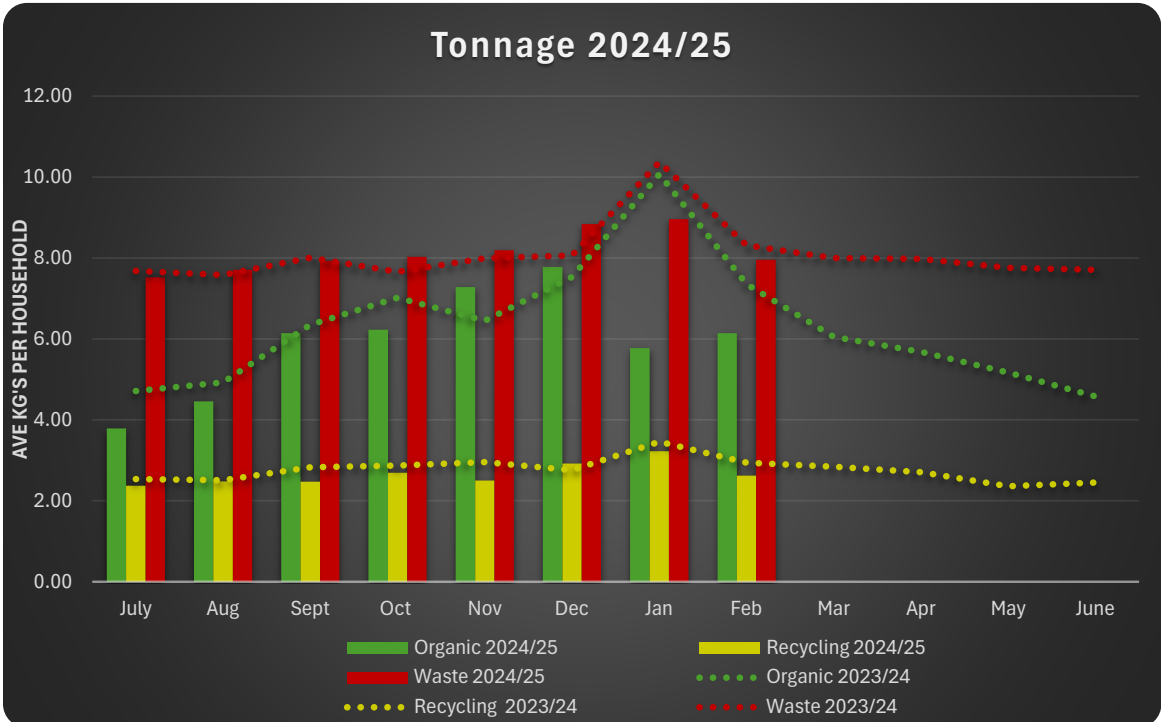
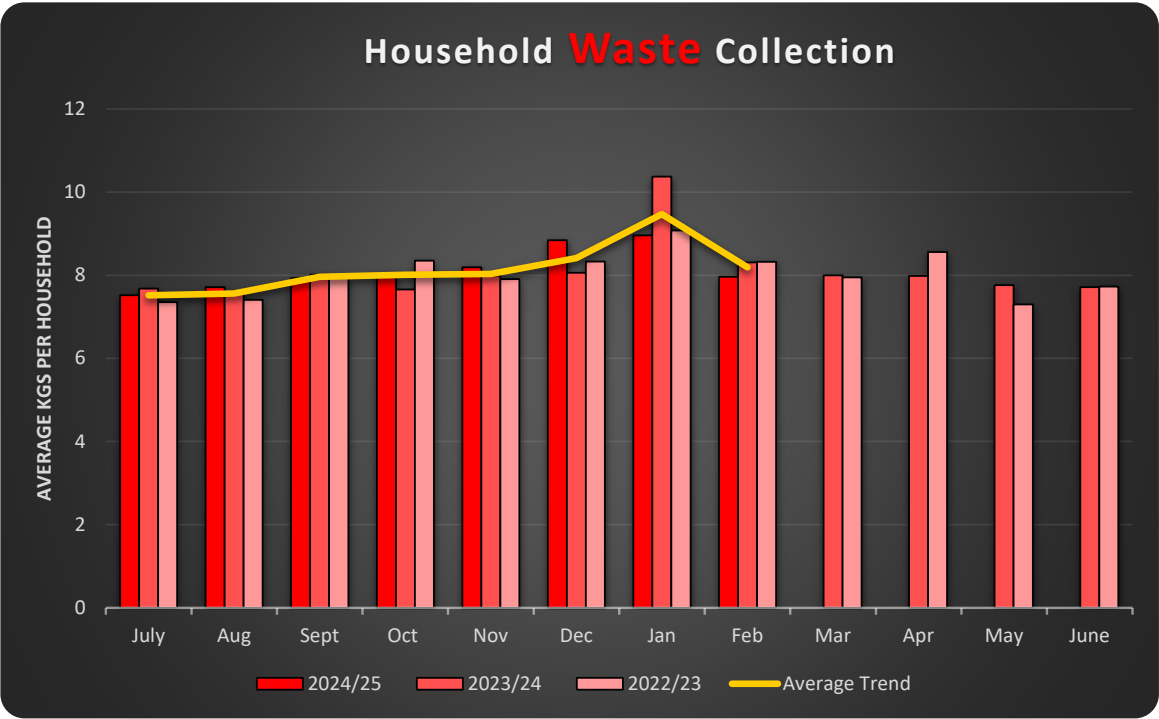
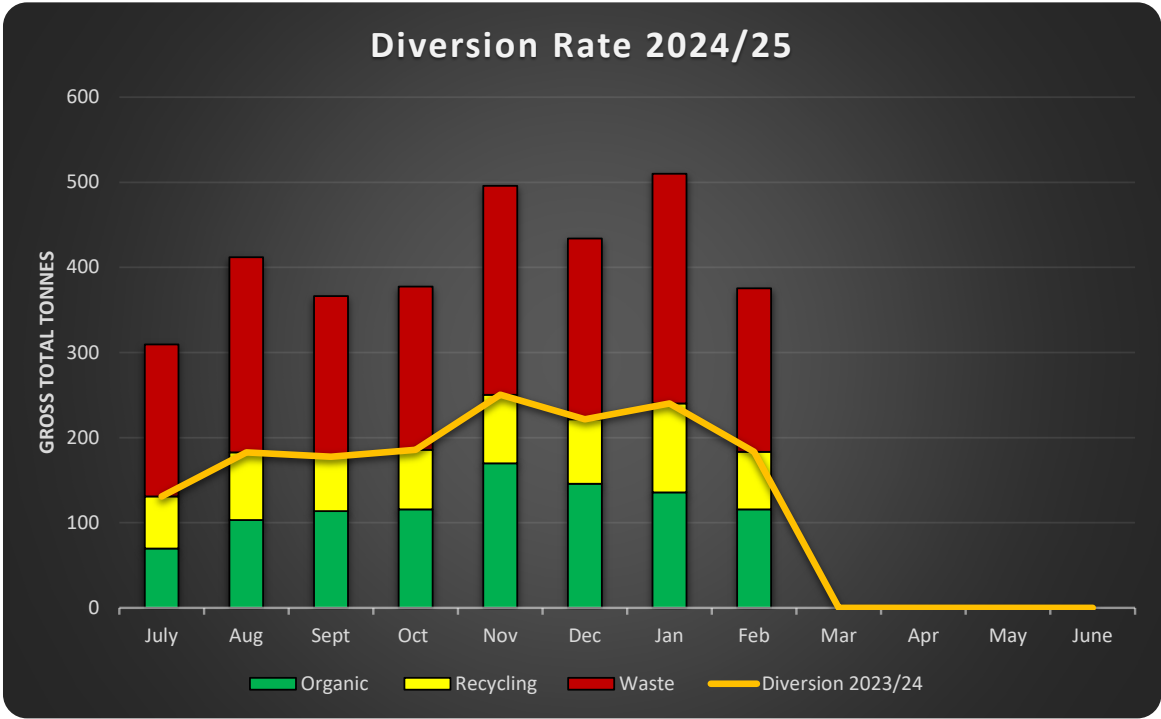
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Waste and Compliance

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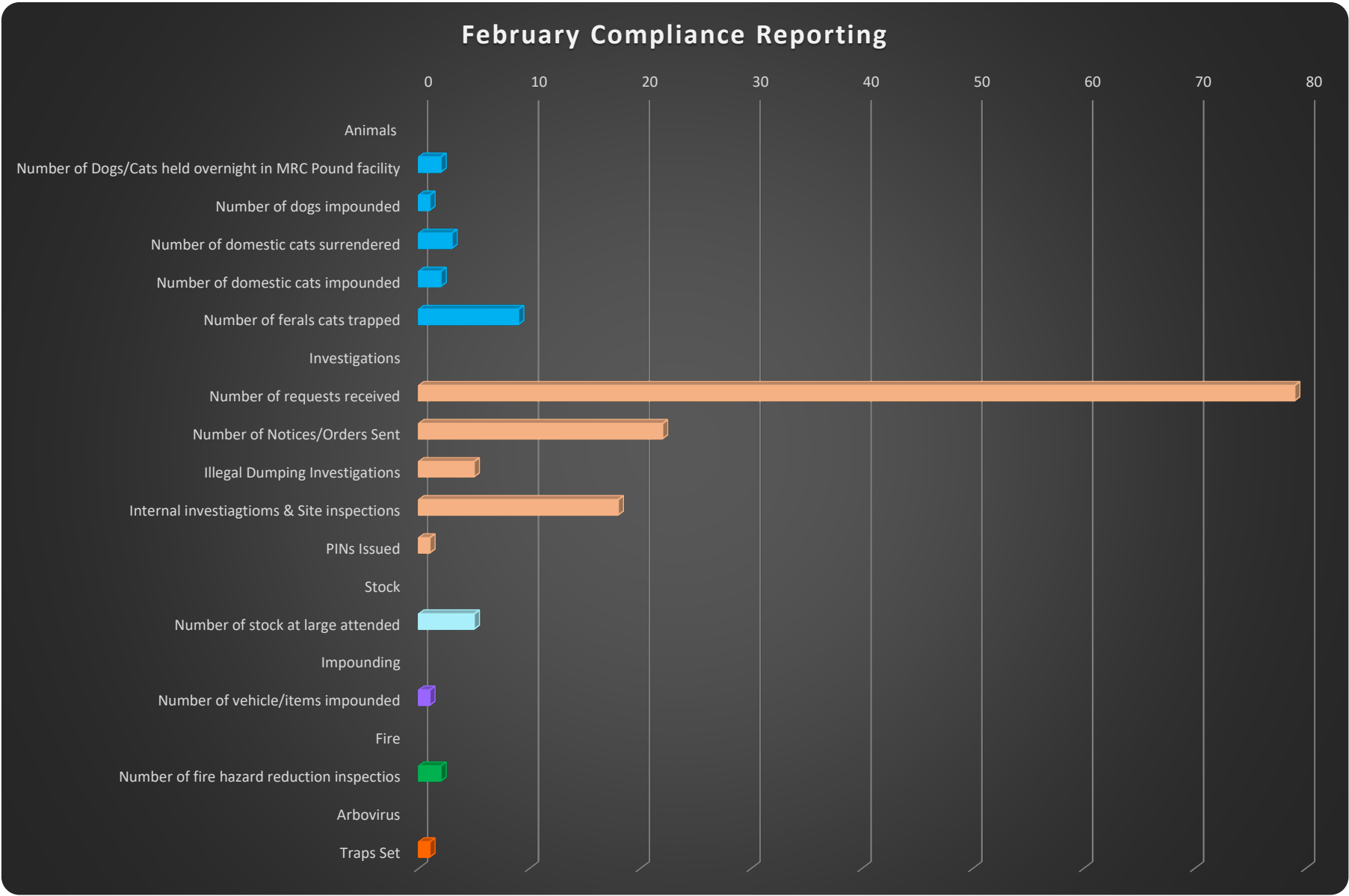
PART F: Service Metrics



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Monthly Operational Report – February 2025

Waste and Compliance



Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
			<div></div>

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.	Cameras have been installed	<div></div>
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.	The design for the push pit at Moama Waste Management Facility has been updated to tender. Planning requirements are now being worked through so tender and construction can commence in early 2025.	<div></div>
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 site has been closed and has become a component of landfill rehabilitation project.	<div></div>

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Waste and Compliance

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: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

- The Return and Earn facility is starting to attract some volume with over 750,000 containers processed through the facility and the largest volume to date was 29,000 in a day thus far.
- Council has jumped on board with Big Bag Recovery as one of the actionable items from the RAMJO waste group. This is a free service for Council to recover polypropylene bags destined for landfill in the agriculture industry.
- There have been over 80 animals through the Moama and Barham pounds to date this financial year.
- Standard Operating Procedure (SOP) has been developed for the Moama and Barham pounds and will be document controlled pending dissemination.
- Animal Destruction Policy, Compliance and Enforcement Policy, Companion Animal Policy and Firearms Policy all drafted and will be sent out for comment.
- Ongoing TechOne Environmental Health module testing continued during the month.

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Infrastructure Directorate

PART A: Section Accountabilities and Team Roles

Director of Infrastructure –			Key Performance Indicator		Evidence/Comments:		<div><div></div><div></div><div></div></div>																												
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.			By Nov 23 Investigate and work with other councils to harvest synergies.		Monthly meeting with Edward, Berrigan, and Murrumbidgee Director Engineering.		<div><div></div></div>																												
			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.		<div><div></div></div>																												
			Consider opportunities to on-sell services, eg other councils, Transport for NSW etc				<div><div></div></div>																												
			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		<div><div></div></div>																												
			Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regards to infrastructure issues and policies.		I am chair of the RAMJO Local Water Utility group. Recenelty commenced and starting to see some improvements through collaboration.		<div><div></div></div>																												
Accountabilities <table><tr><th>#</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>S</td><td>Water and Sewerage</td></tr><tr><td></td><td>S</td><td>Transport Services</td></tr><tr><td></td><td>S</td><td>Strategic Assets</td></tr><tr><td></td><td>S</td><td>Project Management Office</td></tr><tr><td></td><td>S</td><td>Infrastructure Integration</td></tr><tr><td></td><td>S</td><td>Intergovernmental Relations – Infrastructure</td></tr><tr><td></td><td>B</td><td>Intergovernmental Relations – Operations and Major Projects</td></tr><tr><td></td><td>B</td><td>Bridge Collapse Planning</td></tr></table>			#	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	Manage the development of extra capacity in relation to the Water Filtration Plant, trunk mains, and corresponding sewerage transportation and treatment systems.		WTP Stage 1 upgrades are being prepared for tender.		<div><div></div></div>	
			#	SBPO	Accountability																														
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				S	Transport Services																														
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	B	Intergovernmental Relations – Operations and Major Projects																																	
	B	Bridge Collapse Planning																																	
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. Continues to be number one priority for the updating Central Murray Regional Transport Forum Strategy.		<div><div></div></div>																															

murray river council

Monthly Operational Report – February 2025

Infrastructure Directorate

	O	Caravan Park Maintenance Water Services		P	Potable Water Infrastructure		O	Management and Maintenance of Light Motor Vehicles (White)		B	Sealed Road Management		O	Location Management Site Specific Operations
	O	Monitoring and Renewal of Water Licensing		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 1st year of the Delivery Program.

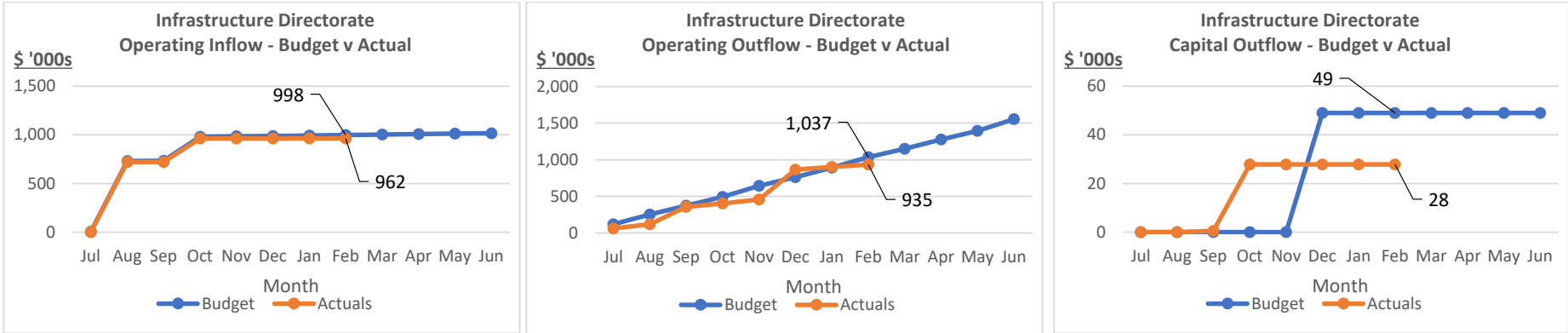
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div><div></div><div></div><div></div></div>
				1	2	3	4		
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment.									
1.3 - Integrated Water Cycle Management									
Review and update the Residential Drainage / Flood Management Strategies (S DI)	Deliver	(DP 1.3.1) Construction of the Moulamein Levee			✓	✓		Internal Flood group is building with improvements being made. Moulamein Flood Study review is underway. Barham Flood Study review with overland drainage combined has been successful for funding. Have also received funding for Picnic Point Flood Study. Echuca Moama Torrumbarry Flood Study has been adopted and Risk Management progressing well. Onsite training has been held with operation staff to improve operation and maintenance knowledge. Funding has been given to Public Works to help complete and adopt our Levee Owner Manuals.	<div><div></div></div>
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
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 Project Management Framework.	B: DI P: O:		✓			Minimal Strategic work has been completed on this to date.	<div><div></div></div>
		(DP 3.4.2) Community Safer Spaces Plan actions implemented.	B: DI P: O:			✓	✓		

murray river council

Monthly Operational Report – February 2025

Infrastructure Directorate

PART C: Financial Outcomes



*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	

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

murray river council

Monthly Operational Report – February 2025

Buildings and Facilities

PART A: Section Accountabilities and Team Roles

Manager Buildings and Facilities	Coordinator Buildings and Facilities																																																																								
<p>Manage the ongoing viability of Council’s approximately 400 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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murray river council

Monthly Operational Report – February 2025

Buildings and Facilities

PART B:

4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery

0%

100%

Green

Amber

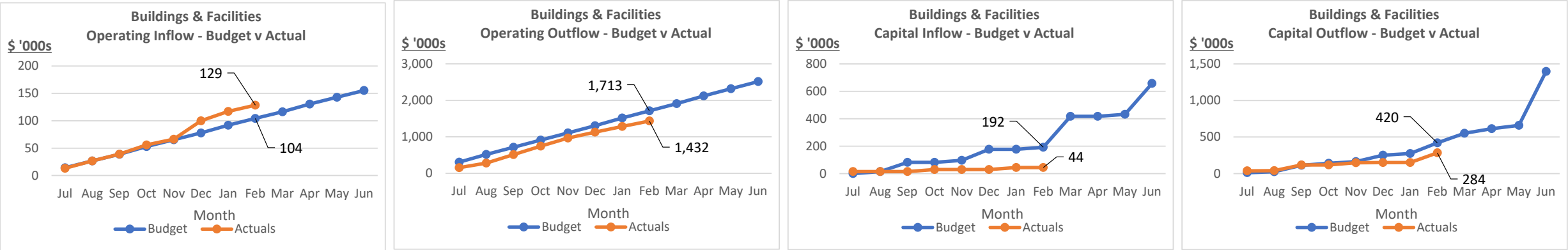
Red

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	<div> <div></div> <div></div> <div></div> </div>
				1	2	3	4		
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.2 – Public Buildings									
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. FY25 capital works and maintenance budget for Councils buildings derived from the CTMG 10 year maintenance and renewal plan. Following capital works planned for FY25: <ul style="list-style-type: none"> Refurbishment of Mathoura Memorial Park Toilet Block – aging asset. Includes update of fixtures and fittings, replacement of defective components, render and painting. Works to commence in February 2025. <i>Completed</i> 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. Caldwell Hall - Bathroom (x 2) refurbishment and re-stumping the child care building. Mathoura MVBC Park Public Toilet Upgrade - Capital upgrade of Mathoura MVBC Park Public toilets. The toilets are well patronised by travellers. They are rundown, outdated and do not cater for people with disabilities (not wheelchair accessible). Project costs include supply and installation of new toilet (\$135,311), demolition of existing (\$10,000), new path network (\$10,000), contingency and project management fees. Seek full grant funding e.g. LACI, SCCF or TfNSW. Womboota Hall – Full external repaint completed. 	<div> <div></div> </div>
		(DP 3.2.2) Review existing public buildings for community needs, fit for purpose needs and affordability of maintaining and renewing such buildings.	B: MB&F P: MP&B P: MMP O:CB&F	✓	✓	✓			

PART C:

Financial Outcomes



murray river council

Monthly Operational Report – February 2025

Buildings and Facilities

PART D: Project Status

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	<div><div></div><div></div><div></div></div>
Asbestos remediation works – Council Buildings (FY25)	\$55,500	\$3182	\$52,318	5%	Planning phase. Quotes being sort for QR codes tracking system.	<div><div></div><div></div><div></div></div>
Security & Compliance upgrade (FY25)	\$25,000	\$30,914	\$0	100%	Ongoing rollout of the Salto system and the commencement of the installation of the Promaster system in the western area of the Council. Installation of CCTV at Moulamein Depot completed. Installation of PTZ CCTV camera at Moama WTP. SALTO rollout at Mathoura War Memorial Building completed.	<div><div></div><div></div><div></div></div>
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 <i>be drafted for next Council meeting. Main amenities building due for demolition February 2025. Above ground electrical infrastructure (site poles and cabinets) have been removed as well as the existing electricity meters (saving on tariff costs).</i>	<div><div></div><div></div><div></div></div>
Caldwell Hall - Bathroom (x 2) refurbishment and re-stumping the childcare building.	\$59,290	\$18,091	\$41,199	50%	Planning phase. <i>Quotes received for restumping and contractor appointed.</i> Restumping of the childcare building (as identified in the 10 year renewal plan) has been completed.	<div><div></div><div></div><div></div></div>
MVBC Park Public Toilets Upgrade	\$187,926	\$0	\$187,926	0%	Subject to successfully obtaining grant funding. Awaiting opening of suitable funding opportunities.	<div><div></div><div></div><div></div></div>
Wakool Memorial Hall – General Renewal	\$40,900	0%	\$40,900	0%	CTMG recommended capital renewal program for this asset. 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. Currently in planning phase. <i>Schedule of works has been completed and quotes being obtained.</i>	<div><div></div><div></div><div></div></div>
MVBC Stage 1 – Security Upgrade & Library Renovation	\$410,000	0%	\$410,000	10%	Finalising Tender documents. <i>Tender documents finalised and tender process due to start in Jan 2025. Tender delayed to March 2025 with construction commencement now scheduled for July 2025.</i>	<div><div></div><div></div><div></div></div>
Mathoura Memorial Park Toilet Block	\$23,000	\$19,055	\$3,945	100%	CTMG recommended capital renewal program for this asset. Refurbishment of Mathoura Memorial Park Toilet Block – aging asset. Includes update of fixtures and fittings, replacement of defective components, render and painting. Planning phase. Works to commence in February 2025. <i>Works completed and toilet reopened to the public.</i>	<div><div></div><div></div><div></div></div>
Yanga RFS Shed	\$590,674	\$567,308	\$0	99%	Tender awarded to Tony Campbell Steel Fabrications. Preliminaries underway. Construction certificate has been issued. Concrete slab and under slab plumbing has been completed. Framework has been completed and the building is at lockup stage. Internal fit is well underway and the project is due for completion at the end of May 2024. Final Inspection booked for 13/06/2024 and first claim against RFFF has been lodged with NSW RFS. <i>Build completed and now in 12 month defects monitoring period.</i>	<div><div></div><div></div><div></div></div>
Moama Water Treatment Plant - Auto Sliding Gate	\$35,000	\$32,811	\$0	99%	Quotes currently being obtained for the works. Works nearing completion. Issue with communications being investigated. <i>All issues resolved and gates are operational.</i>	<div><div></div><div></div><div></div></div>

PART E: Business as Usual

Mathoura Memorial Park – Public Toilets
Refurbishment of Mathoura Memorial Park Toilet Block (aging asset) completed and reopened to the public. Refurbishment works included update of fixtures and fittings, replacement of defective components, tiling and painting. Before and after photos below.

murray river council

Monthly Operational Report – February 2025

Buildings and Facilities



murray river council

Monthly Operational Report – February 2025

Buildings and Facilities



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: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

murray river council

Monthly Operational Report – February 2025

Major Projects

PART A: Section Accountabilities and Team Roles

Project Office Manager	Project Manager																																																																																																						
<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.</p> <p>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.</p> <p>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>																																																																																																						
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murray river council

Monthly Operational Report – February 2025

Major Projects

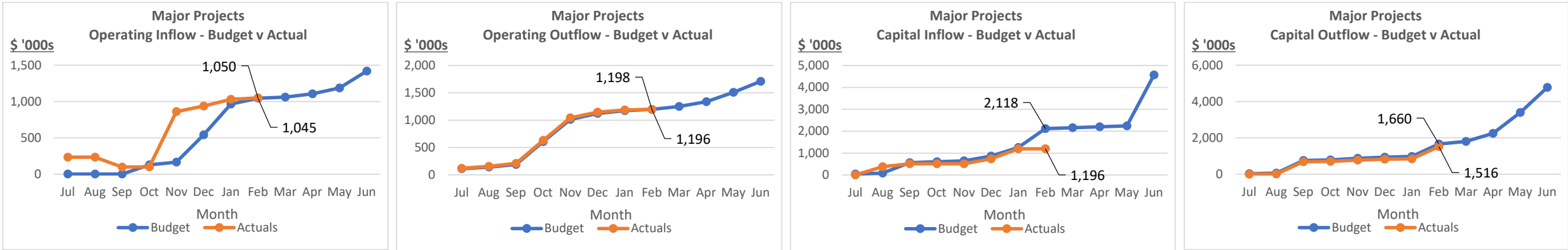
PART B:

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 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:	<div><div></div><div></div><div></div></div>
Tooranie Road/Yarrein Creek Bridge (Fixing Country Bridges - TfNSW)	<p>Transport for NSW (TfNSW) confirmed funding for bridge replacement. Contractor is engaged and has commenced works with a planned completion date of June 2025. Tender for construction of bridge approaches opened 10/03/2025.</p> <p>Project flagged as amber due to tight timelines with funding deadline of 30th June, 2025.</p>	<div><div></div><div></div><div></div></div>
Murray Downs Foreshore Boat ramp (Completed) Murray Downs Foreshore Access Road (In Progress)	<p>Boat ramp construction works now complete with project in closure phase.</p> <p>Access Road Status - Green</p> <p>Completed Works:</p> <ul style="list-style-type: none">- Survey and location of underground services (including physical location via potholing)- Clearing and grubbing of access road- Design updates <p>Upcoming works:</p> <ul style="list-style-type: none">- Culvert and Subgrade installation- Pavement Installation (unsealed) and Signage	<div><div></div><div></div><div></div></div>
Barham River Estate Levee Upgrade (Floodplain Management Program)	<p>Project is funded under the 2023 Floodplain Management Grants. Tenders for construction works currently being assessed and outcomes are expected to be presented to the January Council meeting. Note – Council deferred decision to March 2025 Council meeting.</p>	<div><div></div><div></div><div></div></div>
Moama major overland flow flood study (Floodplain Management Program)	<p>Project is funded under the 2023 Floodplain Management Grants. Flood Study is in progress and has included opportunities for community input. Project currently delayed awaiting LiDAR data to be input into the flood model. (LiDAR is a method for determining heights/elevations).</p>	<div><div></div><div></div><div></div></div>
Moulamein flood study review (Floodplain Management Program)	<p>Project is funded under the 2023 Floodplain Management Grants. Flood Study is in progress and has included opportunities for community input.</p>	<div><div></div><div></div><div></div></div>
Moulamein Water Treatment Ring Levee, Riverine/Stormwater Backflow Prevention and upgrade of points of weakness in the levee (Disaster Ready Fund)	<p>Design and specification of works is in progress. Design for improvements to the triangle park area in Moulamein is nearing completion. Tender for Stormwater outlets and triangle footpath works opened on 10/03/2025.</p> <p>Overall Project to be completed by December 2026.</p>	<div><div></div><div></div><div></div></div>

murray river council

Monthly Operational Report – February 2025

Major Projects

Design for Barham Sewage Treatment Upgrade	Design being undertaken by NSW Department of Public Works. Pump station Review of Environmental Factors has been completed. Design and specification for pump station nearing completion and will then be seeking funding to proceed to tender. Investigations including Review of Environmental Factors and Cultural Heritage Assessment are in progress for the Sewerage Treatment Plant upgrade. Council is seeking access to private property to conduct Aboriginal Cultural Heritage Assessment Report although is facing delays with property access impacting the timeline for completion.	●
Condition assessment of Murray Irrigation Limited Structures on the road network for Murray River Council, Edward River Council, Murrumbidgee Council, Berrigan Council and Federation Council. Project being delivered to improve road network performance (Restart NSW)	Original scope of the project has been delivered with 383 Level 2 and Level 3 inspections completed and inspection reports issued. Approval has been received to complete inspections of an additional 27 Council bridge structures using the remaining grant funds. Project on track for completion by 30 th June 2025.	●
Barham flood study review (Floodplain Management Program)	Tender closed 7 th March 2025. Evaluation in progress to progress to contract award.	●
Mathoura and Picnic Point flood study (Floodplain Management Program)	Tender closed 7 th March 2025. Evaluation in progress to progress to contract award.	●
Little Forest Remediation	Murray River Council is currently working with Heritage NSW and the AHIP (Aboriginal Heritage Impact Permit) process to enable works to proceed. The AHIP process identified additional conditions and resource requirements which were not initially known and could potentially result in added costs and time to complete works. Council is working with Heritage NSW and involved consultants to progress the project.	●
Concept design for Moama Sewerage Scheme Upgrade (Safe Secure Water Program)	Option study review and concept design has been completed by NSW Department of Public Works. Council has selected two of the options provided to progress further in design and investigation phase. Project Status Green – On Track.	●

PART E: Business as Usual

N/A

PART F: Service Metrics

Nothing to report.

Date	Customer Complaint	Action Undertaken	● ● ●
	Nil		

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
July 2024	Project delivery – time, cost and quality outcomes	Project Management Framework and Supporting Tools in place, however need to become embedded in all aspects of project delivery.	Increase utilisation of the Project Management Framework and Supporting Tools	●

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

murray river council

Monthly Operational Report – February 2025

Works

PART A: Section Accountabilities and Team Roles

Manager Works	Project Engineers	Transport Asset Technician	Road Safety Officer	Works Superintendents																																																																																																																																																																																																												
<p>This team is now solely focused on implementation and the “doing”.</p> <p>Ricki is the Implementation Agent.</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none">Civil WorksRoadsBridgesAncillary furnitureEmergency Services and After Hours Response <p>Their work will include new projects, maintenance and repair on roads, footpaths, stormwater, bridges, signage and linemarking, bus shelters, seats, 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 and drainage constructions.</p> <p>In partnership with Works Superintendents, 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>Management of construction and maintenance activities as instructed by Transport for NSW (TfNSW) including fulfilling Council’s commitment to the Road Maintenance Council Contract (RMCC).</p>	<p>This role is responsible for managing and maintaining transport assets such as roads, bridges, and tunnels, ensuring they meet safety standards and comply with regulations. This includes conducting inspections, analysing data, preparing reports, and collaborating with stakeholders to prioritise and execute maintenance activities.</p> <p>The team also manages the traffic counters to assess at a given site to determine:</p> <ul style="list-style-type: none">the number of vehicles per day.the vehicle travel speeds.direction of travel.percentage heavy vehicles. <p>This role also the designated Quarry Manager for Council’s gravel pits, in accordance with the Small Mines Regulator.</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>Areas of Focus / Accountability is for the provision of a safe road network including roads, footpaths, stormwater, bridges, signage and linemarking, bus shelters, seats, kerb and gutter, pavements, verges, traffic islands, streetlighting, etc.</p>																																																																																																																																																																																																												
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Works

	B	Grant Funding applications for Footpaths and Bike paths under RMS						O	Physical Road Safety
	B	Private Road Maintenance						O	RFS Hazard Reduction Earth Works
	B	Emergency Traffic Response Management						O	Public Parking
	B	Sealed Road Management						O	Bridge Maintenance
	B	Road Drainage						O	Local Traffic Emergency Management
	B	Pathway Management						O	Hazardous Spills
	B	Road Opening Application Register						O	Storm Water Collection Points
	B	Major Traffic Incident Preparation and Planning						O	Road to Recovery Program
	B	Rural Road Management						O	Lift Bridges
	B	Road Safety Program						O	Depot Maintenance
	B	Works and Fleet Administration							
	B	Management of Levee Banks							
	P	Supply Requests and Budget Oversight							
	P	Major Traffic Incident Preparation and Planning							
	P	RFS Minor Construction and Maintenance							
	P	Roads Grant Funding							
	P	Transport for NSW Services							
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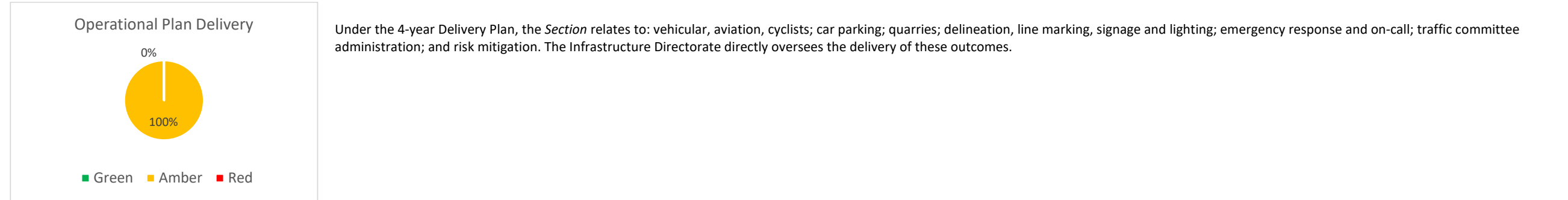
murray river council

Monthly Operational Report – February 2025

Works

PART B:

4 Year Delivery Program and 1 Year Operational Plan



4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div><div></div><div></div><div></div></div>
				1	2	3	4		
Theme 1 – Goal 1 - Facilitate Circular Economy									
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 and if any materials are required to be removed, this can be reused at Council’s water facilities. Reviewing Project Management Framework to incorporate into future projects.	<div><div></div></div>
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment									
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	✓	✓			The review of the Moama West Drainage Strategy was put on hold while the Echuca Moama Flood Study Project was in progress. The Flood Study was prepared to better understand and define flood behaviour of the Murray, Campaspe and Goulburn River systems and their impact on the Echuca-Moama area. Originally, the Report was commenced to consist of detailed modelling and mapping that reproduces the flooding associated with the 1993, 2011 and 2016, and later expanded to include the 2022 flood event. It also details information under existing conditions of flood levels, velocities, flows and risk for the standard set of ‘design’ flood events ranging from a 20% to a 0.2% annual exceedance probability (AEP) event, which refers to the probability of a particular flood being equalled to or exceeded in any one year. Murray River Council adopted the Flood Study Report in April 2024 and will act as an important guide to ensure safe and sustainable development in Moama. Following the Flood Study, a Risk Management Plan is now in progress. This component is investigating flood mitigation options, flood warning systems and information to assist in managing flooding. Potential mitigation options identified by the engineers and the wider community are all being assessed in terms of benefits from reduced flood damage, costs of implementation and adverse impacts on others from redirected flood flows. Some of the options under investigation for Moama include: <ul style="list-style-type: none">Protection of properties along the breakout depression near Tindarra Resort that crosses Perricoota Road.Increased security for the Moama town levee. These options, along with those proposed in Echuca and some additional areas for investigation, have been modelled to show the overall changes on flood levels and the associated impacts. Benefit cost calculations are completed on all options, which weigh up the capital cost of those works versus the longer-term benefits of reduced flood damage. The draft report is schedule for release in late 2024. In summary, the outcomes of this Study will impact on the Moama West Drainage Strategy and therefore the review will recommence at the completion of the Study. This will likely occur during the next CSP / DP process. Council’s Housing Strategy will also impact on the review.	<div><div></div></div>
	Deliver	(DP 1.3.1.B) Construction of the Moulamein Levee	B: MW P: MIP O: CW		✓	✓		The construction of the Moulamein Levee is progressing. Detailed survey of the levees has already been completed, with some localised additional survey possible as part of the design work. We are now preparing for the next steps in the project to finalise	<div><div></div></div>

								the design process. The total project cost comprising Commonwealth funding of \$702,631, State funding of \$577,727 and a Council contribution of \$127,272. A signed funding deed with the NSW Reconstruction Authority secures these amounts. The internal Flood Group is actively working on improvements, with the Moulamein flood study review already receiving \$108,428 in funding under the 2023 Floodplain Management Grants. Preparations for the project's delivery are now underway.	
	Deliver	(DP 1.3.1.C) Investigate and progress stormwater infrastructure upgrades across the region	B: MW P: PE O: CW	✓	✓	✓	✓	<p>Council is committed to enhancing stormwater infrastructure across the region to ensure sustainable and effective management of stormwater runoff. We continue to review our stormwater infrastructure with the intention of identifying key areas for upgrades and improvements. These efforts are part of our ongoing commitment to protect our community from flood risks and maintaining the integrity of our local environment.</p> <p>Works completed, in progress or still under investigation include, but not limited to, the following:</p> <ul style="list-style-type: none"> • Goldfinch Court, Murray Downs and surrounding overland flow and storage. • Waugorah Road, Waugorah. • Clark Court, Moama. • Moama Overland Drainage Strategy. • Barham Overland Drainage Strategy (submitted for funding). • Mathoura MUSIC modelling to assess for water treatment. • Various pit upgrades. • Various culvert and roadside drainage upgrades on road reconstruction projects. <p>These works demonstrate our proactive approach in addressing the region's stormwater infrastructure needs, ensuring resilience against future challenges.</p> <p>Furthermore, other than upgrade works, Council also completed increased maintenance works on roadside drainage, table drains, inground pipes, pits and gross pollutant traps (GPTs).</p>	●
Theme 3 – Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles.									
3.5 – Lighting upgrades & improvements									
LED lighting 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	✓	✓	✓	✓	<p>The progressive LED lighting replacement program remains ongoing, with a focus on enhancing energy efficiency and sustainability across the region. LED lighting has been successfully implemented in new developments and subdivisions in accordance with the Essential Energy Section 45 notice, ensuring that all new installations meet modern standards. Notably, the Sports Field Lighting Upgrade project has been completed, with LED lighting now in place at facilities in Barham, Bunnaloo, Mathoura, Moulamein and Tooleybuc. The project was successfully funded and the acquittal process is complete. In addition, upgrades for some parks and reserves are still in progress, with completion anticipated in the near future. Consistent with the Parks and Open Space Strategy, all updated lighting will be either LED or solar, reinforcing our commitment to sustainable infrastructure improvements.</p>	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
6.1 – Cycle, foot and other pathways									
Pathways Plan to be developed taking into account sensitive design of pathways to consider environmental factors, accessibility and amenity. (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	✓	✓	✓	✓	<p>The development and implementation of a Pathways Plan across the Local Government Area (LGA) remains a priority. While our recent submission to Get Active NSW for funding was unsuccessful, we received valuable feedback through a debriefing session with the funding body. Our submission was ranked highly; however, other submissions were prioritised due to the age and urgency of their existing strategies.</p> <p>We remain committed to advancing this initiative and will be preparing a new submission for the upcoming funding round, anticipated in October 2024. This will ensure that our Pathways Plan is well-positioned for future funding opportunities and successful implementation across the LGA.</p>	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
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	✓	✓	✓	✓	<p>The development and implementation of consistent and accurate signage across Council's roads and pathways is ongoing. We are committed to ensuring that all new signage installations adhere to current standards, providing clear and reliable information for residents and visitors alike.</p> <p>As part of this initiative, we are actively identifying older signage across the LGA that requires replacement. This approach will ensure that all signage is updated to meet modern standards, enhancing safety and usability across our road and pathway networks.</p>	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
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		✓	✓	✓	<p>The development and implementation of a comprehensive parking options plan for the entire Council area is ongoing. We are in the advanced stages of planning for a parking trial in Moama, which is nearing completion. This trial will provide valuable insights and help shape our broader parking strategy across the region, ensuring that we address current and future parking needs effectively. Future works also includes strategic planning and placemaker opportunities for our main streets and our general Council area.</p>	●
Theme 6 – Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.									
6.4 – Local road & drainage options									

Develop and implement a roads and drainage program of works. (S DI)	Deliver	(DP 6.4.1) Develop and begin implementation of roads and drainage program of works for all of Council which addresses community concerns and feedback	B: MW P: PE O: CW	✓	✓	✓	✓	Ongoing. Program completed for 2024/25. Monthly meetings are also scheduled throughout the year to review the program and make the necessary adjustments based on progress, resources and other unforeseen impacts. Current survey and design package will include projects to be included in future program of works. The development and implementation of a comprehensive roads and drainage program of works is a key focus area for the Council and occurs each year after the budget has been adopted. This program is designed to address current infrastructure needs, improve road safety and enhance the effectiveness of our drainage systems. The process begins by assessing priority areas, identifying key projects and scheduling works to ensure efficient use of resources. This strategic approach will allow us to deliver targeted improvements that support the long-term sustainability and resilience of our road and drainage networks. Moving forward, we will continue to refine and execute this program, ensuring that all works align with the community’s needs and expectations.	●
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	✓	✓	✓	✓	Ensuring that prework procedures are well-defined and take into account environmental and heritage considerations is an ongoing priority for the Council. We utilise our Project Management Framework to meticulously document all necessary planning and approval requirements for each project. For new works, comprehensive Project Management Plans are completed, detailing all relevant environmental and heritage considerations. When required, we engage a suitably qualified environmental scientist to assess and address any environmental risks. This ensures that project designs are compliant and meet all consent requirements, safeguarding our environmental and cultural heritage throughout the project lifecycle.	●
Theme 6 – Goal 3 – Advocate for improved public transport. 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	✓	✓	✓	✓	The upgrade and installation of critical transport infrastructure continues to be a key focus for the Council. We have successfully secured funding under the Country Passenger Transport Infrastructure Grants Scheme, specifically for the installation of new bus shelters. With this funding, the installation of new bus shelters is currently in progress, enhancing the comfort and accessibility of public transport services for our community. These upgrades are part of our ongoing commitment to improving local infrastructure and providing better services to residents and visitors alike.	●
Theme 6 – Goal 4 – Enable commercial transport and connection opportunities. 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 identity 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	✓	✓	✓	✓	We are actively working with the community and Transport NSW to identify and develop new truck parking locations and upgrade existing ones across the region. This initiative is ongoing, with a focus on improving safety and accessibility for heavy vehicles. With the recent opening of new funding under the Safer Roads program, which includes provisions for heavy vehicle rest areas, we are exploring opportunities to secure additional resources. This will allow us to enhance existing truck parking facilities and develop new ones that meet the growing needs of our transport network. Our commitment is to ensure that these improvements are aligned with both community needs and industry standards. A new parking area was complete off Moulamein Road, on Balpool Road, south of Moulamein.	●
Theme 6 – Goal 4 – Enable commercial transport and connection opportunities. 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	✓	✓	✓	✓	A review of Council’s Transport Asset Management Policy was commenced during FY23/24 and is expected to be finalised by the end of 2024. All assets are inspected in accordance with the Policy and the newly created Transport Asset Technician and Transport Asset Inspector roles are improving this process. Projects are delivered in accordance with the relevant road classifications while maintenance works are being package into similar works for completion against the require intervention levels.	●
	Deliver, Partner, Advocate	(DP 6.10.2) Advocate to Transport NSW for upgrades to state and regional roads.	B: MW P: PE O: CW	✓	✓	✓	✓	Advocating for upgrades to state and regional roads remains an ongoing priority for the Council. Through our continued efforts, we have secured funding for the widening of Kyalite Road, a critical improvement that will enhance safety and accessibility in the region. The funding totals \$5.7 million over three (3) years and is co-funded by Restart NSW Fund (55%) and Council contribution through the Block Grant (45%). Additionally, funding for the rehabilitation of Barmah Road (\$1.2 million) has been allocated from the Regional Emergency Road Repair Fund (RERRF) and construction will commence in FY24/25. We have also conducted productive meetings with Transport	●

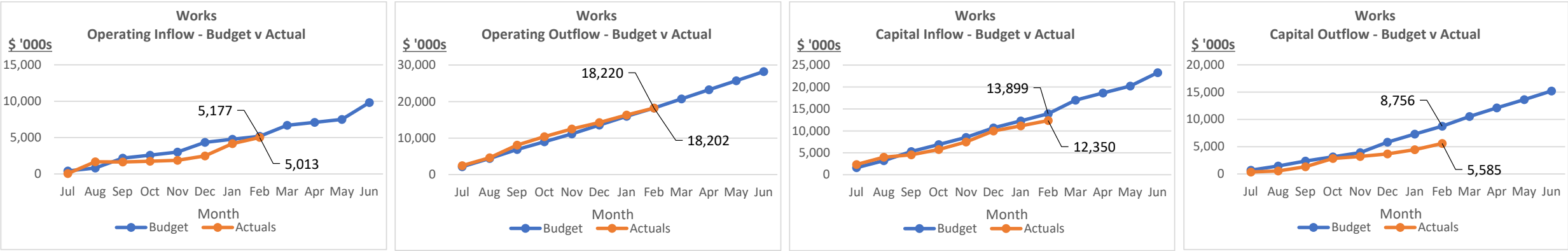
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Monthly Operational Report – February 2025

Works

							for NSW (TfNSW) along the Cobb Highway, ensuring that the needs of our community are actively represented in discussions about future road improvements.	
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PART C: Financial Outcomes



PART D: Project Status

Location	Fund	Project Title	Project Phase	% Works Complete	Status	Comments
Barham	Roads to Recovery (R2R)	Wakool Street & Chester Street Intersection Traffic Calming	Closure	98%	In progress.	Works as executed drawings to be completed and then finalise project closure.
Barham	Roads to Recovery (R2R)	North Barham Road Rehabilitation	Closure	98%	In progress.	Works as executed drawings to be completed and then finalise project closure.
Speewa	Roads to Recovery (R2R)	Speewa Road Widening & Reconstruction	Closure	98%	In progress.	Works as executed drawings to be completed and then finalise project closure.
Moama	Roads to Recovery (R2R)	Centre Road Widening & Reconstruction	Construction	10%	In progress.	Construction commenced on Stage 1.
Various	Disaster Recovery Funding Arrangements (DRFA)	AGRN 1034 – NSW Flooding from 14 September 2022	Construction	90%	In progress.	152 out of 160 damages completed. Tender released for Maddy Road and Moulamein Road bridges.
Various	Regional Emergency Roads Repair Fund (RERRF)	Regional Emergency Roads Repair Program 2024-2025	Planning / Construction	20%	In progress.	Detailed work plan approved by TfNSW. Barmah Road works in progress (see below), resealing inspections completed and final scope for heavy patching works completed. Murrabit Road resheeting (see below) and heavy patching in progress.
Moama	Regional Emergency Roads Repair Fund (RERRF)	Barmah Road Rehabilitation & Widening	Construction	80%	In progress.	Stage 2 works completed, Stage 3 commenced.
Kyalite	Co-funded Fixing Country Roads Round 6 (55%) Council – Block Grant (45%)	Kyalite Road Widening	Planning	7%	In progress.	Stage 1 drawings completed, Stage 2 & 3 to be finalised by mid-March. Planning for construction of Stage 1 completed, schedule to commence in mid-March.
Various	Council	LGA Levee Program	Planning	5%	In progress.	Delayed until FY25/26.
Various	Co-funded Council Local Roads & Community Infrastructure (LRCI) Regional Emergency Roads Repair Fund (RERRF)	Unsealed Road Resheeting	Construction	70%	In progress.	Rectification to Old Deniliquin Road to address excess dust in progress. Murrabit Road nearing completion.
Mathoura	Local Roads & Community Infrastructure (LRCI)	Mathoura Footpath Construction	Closure	100%	Completed.	

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Works

Mathoura	Local Roads & Community Infrastructure (LRCI)	Mathoura Footpath Renewal Program	Closure	100%	Completed.	
Moama	Local Roads & Community Infrastructure (LRCI)	Cycle Path – Five Mile	Initiation	0%	Not commenced.	Under review. Minor rectification works completed due to loose stones poor surface conditions, which has prolonged the life and pushed out any requirement for further upgrade works.
Moama	Local Roads & Community Infrastructure (LRCI)	Cycle Path – Solar Lights	Planning	5%	Planning.	RFQ in progress.
Various	Local Roads & Community Infrastructure (LRCI)	Kerb & Gutter Renewals	Planning	5%	In progress.	Tender documentation completed.
Moulamein	Local Roads & Community Infrastructure (LRCI)	Moulamein Footpath Construction	Construction	10%	In progress.	Triangle Park footpath RFQ nearing completion.
Moama	Local Roads & Community Infrastructure (LRCI)	Kiely Road Footpath	Planning	2%	In progress.	RFQ in progress.
Moama	Council	Clark Court Stormwater	Planning	5%	In progress.	Contract to be finalised after Award.
Various	Council	Urban Street Reseals	Construction	10%	In progress.	Works awarded, contract executed and final preparation works (i.e. patching and kerb replacement) in progress.
Various	Regional Emergency Roads Repair Fund (RERRF)	Local Road Reseals	Construction	10%	In progress.	Works awarded, contract executed and final preparation works (i.e. patching) in progress.
Various	Block Grant	Regional Road Reseals	Construction	10%	In progress.	Works awarded, contract executed and final preparation works (i.e. patching) in progress.
Various	Block Grant	Regional Road Signs & Guardrails	Closure	100%	Completed.	Works completed in Moulamein.

PART E: Business as Usual

Heavy patching works completed on Yanga Way for TfNSW successfully. Thank you to the Moama & Mathoura staff members for making the journey to Tooleybuc to complete these works.

Further heavy patching underway in preparation for reseal works.

North Barham Road reconstruction works completed ahead of schedule and within budget.

Attendance to the Small Mines Roadshow.

Great progress made on Barmah Road works.

Continued to deliver routine maintenance and operational activities including the below recordings and accomplishments:

- Asset inspections – 60 No.
- Correct surface defect (crack) – 167m².
- Correct surface shape (shoves) – 211m².
- Edge break repair – 2,355m.
- Edge drop repair – 472m.
- Gravel patching – 25m².
- Guidepost maintenance – 35 No.
- Heavy patching – 251m².
- Install new signs – 2 No.
- Litter and debris collection – 4m³.
- Repair pothole – 961 No.
- Replace signs – 3 No.

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.

Figures were not available at the time of reporting and will be included in next month’s report.

Flood Recovery

Council has completed 152 out of 160 damages.

This includes works on the following roads.

- Amor Road
- Aratula Road
- Baldon Road
- Balpool Road
- Balranald Road

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Works

- Balshaw Road
- Barham Road
- Barmah Road
- Barnes Road
- Binbinette Road
- Blair Street South
- Brassi Road
- Caldwell Line Road
- Calimo Road
- Chanter Street
- Colligen Creek East Road
- Cornalla Road
- Cunninyeuk Road
- Dhuragoon Road
- Dungula Way
- Edgar Road
- Finn Road
- Fraser Road
- Gilmour Road
- Goldsborough Road
- Gonn Road
- Gorey Road
- Holmes Street
- Kyalite Road
- Leetham Road
- Loorica Road
- Maude Road
- Marunda Road
- Milgate Road
- Millewa Road
- Minnie Bend Lane
- Moama Street
- Morton Road
- Moulamein Road
- Nacurrie Road North
- Nineteen Mile Road
- Noorong Road
- Officer Road
- Old Barmah Road
- Old Deniliquin Road
- Old Morago Road
- Perricoota Road
- Perricoota-Forest Road
- Picnic Point Road
- Riverside Caravan Park Access Road
- Sandy Bridge Road
- South Street
- Swan Hill Road
- Tarragon Road
- Tooranie Road
- Wakool Road
- Wanera Lane

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Works

- Waugorah Road
- Womboota Road

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

Defects Accomplished

- FY – 2650
- Month – 289

5 Year Crash Statistics

74% of the crashes were single vehicle crashes.
71% 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
2019	21	25	Fatal	5	5.9%	Killed	5	4.5%
2020	12	18	Serious Injury	7	8.2%	Seriously Injured	7	6.3%
2021	16	18	Moderate Injury	24	28.2%	Moderately Injured	30	26.8%
2022	14	23	Minor/Other Injury	49	57.6%	Minor/Other Injured	70	62.5%
2023	22	28						

Crashes with alcohol involved		Crashes with speeding involved		Crashes with fatigue involved	
9	10.6%	32	37.6%	8	9.4%

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: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Successful completion of North Barham Road reconstruction, on time and within budget. Panel tender documents are progressing for various services (i.e. quarry materials, plant hire, haulage, etc.). Rising material costs impacting project budgets and procurement timelines, requiring ongoing mitigation strategies.

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Water Services

PART A: Section Accountabilities and Team Roles

Manager Water Services	Superintendent Water & Wastewater	Supervisor Water & Wastewater (By Location)	Business Unit Support Officer																																																																																																																																																																			
<p>This team is now solely focused on implementation and the “doing”.</p> <p>Murray is the Implementation Agent</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none">Water source access (including alternative supply options)Water and wastewater treatment processesWater distribution and qualityWastewater collectionWater efficiency and reuseEmergency Services and After-Hours Response <p>Their work will include:</p> <p>Potable and raw water supply, safe water and wastewater treatment plant operations, stormwater reuse, leak detection & repair, planned and unplanned pipe maintenance, pump operations and repair, customer response.</p>	<p>To manage the operations and maintenance of the Water & Wastewater treatment facilities, pump stations, mains reticulation and service connections within the Murray River Council in accordance with the Water Act 1912, the Water Management Act 2000 and associated regulations and Murray River Council Policies and Procedures.</p> <p>To manage and provide strong leadership to the Water & Wastewater Team and ensure all operational requirements are carried out in accordance with set policy, procedure and regulations.</p> <p>To regularly update the Manager Water Services on issues affecting the operations and operational staff of the Water & Wastewater Department.</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 Business Unit Support Officer provides a high standard of administrative support to the Water and Sewer Department. While also providing high level customer service to residents, contractors and working with team members to improve business unit efficiency. Areas of accountability include customer service, administration, data management, budgeting, purchasing, reporting, document management, project functions, policies, procedures and department work processes.</p>																																																																																																																																																																			
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Projects</td></tr><tr><td></td><td>P</td><td>Water Meters</td></tr><tr><td></td><td>O</td><td>Utilities Failure</td></tr><tr><td></td><td>O</td><td>Setting Water and Wastewater Annual Charges</td></tr><tr><td></td><td>O</td><td>Stormwater Pipe and Pump Network</td></tr><tr><td></td><td>O</td><td>Caravan Park Maintenance Water Services</td></tr><tr><td></td><td>O</td><td>Monitoring and Renewal of Water Licensing</td></tr></table>	Number	SBPO	Accountability		B	Potable Water		B	Sewer System		B	SCADA		B	Stormwater & Sewerage Reuse		B	Stormwater Pipe and Pump Network		B	Planning for Utilities Failure		B	Water Quality & Reuse		B	Water Meters		B	Liquid Trade Waste		B	Water Administration		B	Raw Water		B	Public Health (Water)		B	Water Meter Application Registers		P	Utilities Failure Planning		P	Internal Water Supply		P	Public Health (Water) Projects		P	Water Meters		O	Utilities Failure		O	Setting Water and Wastewater Annual Charges		O	Stormwater Pipe and Pump Network		O	Caravan Park Maintenance Water Services		O	Monitoring and Renewal of Water Licensing	<table><tr><th>Number</th><th>SBPO</th><th>Accountability</th></tr><tr><td></td><td>P</td><td>Sewer system development and management</td></tr><tr><td></td><td>P</td><td>Stormwater Basin and Pump Management</td></tr><tr><td></td><td>P</td><td>Raw Water Management</td></tr><tr><td></td><td>P</td><td>Potable Water Development and Management</td></tr><tr><td></td><td>P</td><td>Utilities Failure Planning Projects</td></tr><tr><td></td><td>P</td><td>Water quality & reuse Development and Management</td></tr><tr><td></td><td>P</td><td>Stormwater and Sewer reuse Development and Management</td></tr><tr><td></td><td>P</td><td>Public Health (Water) Projects</td></tr><tr><td></td><td>O</td><td>Sewerage Network Operations</td></tr><tr><td></td><td>O</td><td>Water quality & reuse improvement and network management</td></tr><tr><td></td><td>O</td><td>Raw Water Operations</td></tr><tr><td></td><td>O</td><td>Potable Water 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Monthly Operational Report – February 2025

Water Services

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

Operational Plan Delivery

0%

50%

50%

Green

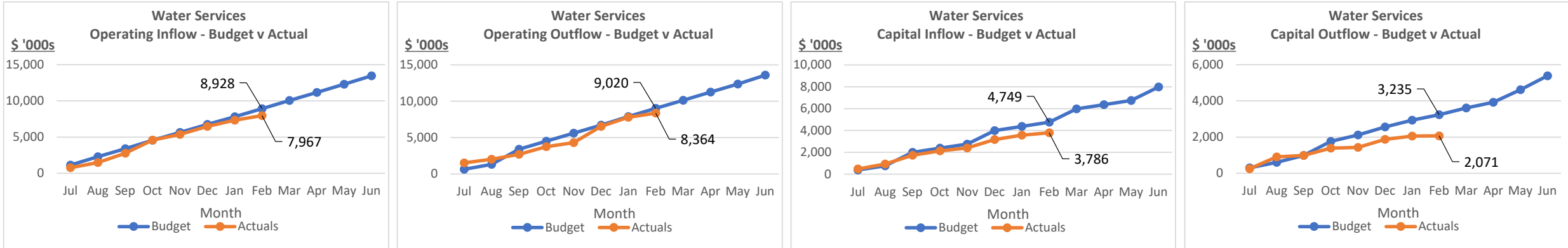
Amber

Red

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	<div><div></div><div></div><div></div></div>					
				1	2	3	4							
Theme 1 – Goal 2 - Protect, enhance and sustain the natural environment														
1.3 - Integrated Water Cycle Management														
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 completed. Hydraulic modelling of Moama completed.	<div><div></div></div>					
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. Design for augmentation for Barham and Moama Sewer Treatment Plants in progress. Moama is being funded under the Safe Secure Water Program.	<div><div></div></div>					

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.	Complete	100%	Asset has been commissioned and operational. Detailed design complete.

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Water Services

					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. Power meter installed and pumps commissioned. Maintenance flushing of mains complete.
Koraleigh Raw Water network.	Capital Project	Design, consultation, and construction of Raw Water network in Koraleigh.	Complete	100%	Asset has been commissioned and operational. Design is and consultation complete. Project is out to tender for construction. Tender process completed materials ordered for construction.
Barham Sewer Scheme	Capital Upgrade	Design and construction of Barham Town Sewer Scheme.	Tender	80%	Draft designs under review. Final draft for pump station dry well conversion complete. Tender in progress Preliminary Environmental assessment drafted. Preliminary designs revised and feedback provided for consideration.
Moama Sewer Scheme	Capital Upgrade	Design of the Moama Sewer treatment to support growth and sustainability.	Tender	40%	Water reuse options under assessment for concept designs. Review of strategic documents required for design tender. Draft plans and feasibility documents completed for concept designs. DCCEEW consultation in progress for proposed concept designs.
Wakool water reservoir renewal	Capital Renewal	Replacement of the existing filtered water reservoir for Wakool water supply (Stage 1 of 2)	Under construction	60%	Construction commenced for footing and pipework, town network showdown complete for additional valve installation. Procurement and design complete. Design finalised. 
Moama WTP. PAC plant	Capital Upgrade	Design and construction of Powdered Activated Carbon plant and plant augmentation	Tender	20%	REF and tender documents drafted ready for construction. Concept designs developed. Pre submission meeting with DCCEEW for section 60 approval complete

PART E: Business as Usual

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Water Services



Chemical dosing unit for Wakool WTP



Odour control unit for Sewer pump station in Beer Rd



Moama WTP augmentation works to outlet.



Maintenance cleaning of Moama business park sewer pump station

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 rd of August to investigate odour complaint. No issues to be resolved following inspection by EPA.	<div><div></div><div></div><div></div><div></div></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	<div><div></div><div></div><div></div><div></div></div>
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	<div><div></div><div></div><div></div><div></div></div>
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	<div><div></div><div></div><div></div><div></div></div>
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	<div><div></div><div></div><div></div><div></div></div>
06/11/24	Odour complaint for STP in Barham	Plant to be decommissioned in future	Task – Operators treating plant with lime to control odour. Task – Continual monitoring for odour.	<div><div></div><div></div><div></div><div></div></div>

PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Brian Powell and Chris Flett will be completing Part 1 of Water Chemical Dosing with DCCEEW.

The team have recently completed interviews for a Water and Sewer Technician and two externally funded trainee positions.

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Monthly Operational Report – February 2025

Local Committees (S355s)

PART A: Section Accountabilities and Team Roles

<div><div>Manager Local Committees</div><div><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>Provide effective volunteer management for all volunteers of Council. Ensures all obligations regarding National Volunteer Standards and the WH&S Act are met. Work collaboratively with volunteer groups to ensure their involvement contributes to and extends the capacity of Council.</p><p>Enable recognition of volunteer contribution, the value of which is understood, appreciated, and acknowledged.</p></div></div>	<div><div>Community Recovery Officer</div><div><p>Work Collaboratively with and support communities to continue to recover after the February 2022 Floods. Work with the community to identify needs, develop local recovery programs, assist in accessing information and resources and provide leadership and community capacity building.</p></div></div>																								
<div><div>Accountabilities</div><table><tr><th>SBPO</th><th>Accountability</th></tr><tr><td>B</td><td>Section 355s</td></tr><tr><td>P</td><td>Section 355s</td></tr><tr><td>B</td><td>Volunteer Management</td></tr><tr><td>P</td><td>Volunteer Management</td></tr><tr><td>O</td><td>Volunteer Management</td></tr><tr><td>B</td><td>Community recovery</td></tr></table></div>	SBPO	Accountability	B	Section 355s	P	Section 355s	B	Volunteer Management	P	Volunteer Management	O	Volunteer Management	B	Community recovery	<div><div>Accountabilities</div><table><tr><th>SBPO</th><th>Accountability</th></tr><tr><td>P</td><td>Community Recovery</td></tr><tr><td>O</td><td>Support Community Recovery</td></tr><tr><td>O</td><td>Initiate and support key committees and working groups</td></tr><tr><td>O</td><td>Monitor and evaluate local recovery programs & activities</td></tr></table></div>	SBPO	Accountability	P	Community Recovery	O	Support Community Recovery	O	Initiate and support key committees and working groups	O	Monitor and evaluate local recovery programs & activities
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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	<div><div></div><div></div><div></div></div>
				1	2	3	4		
Theme 4 - A place of inclusion, culture and wellbeing 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 existing in the community that are underutilised by existing businesses and exploit	B: MLC P: MLC O:					<p>The MLC and CRO, has played a key role in expanding and utilising existing community skills that have been underutilised by local businesses. This has been achieved through:</p> <ul style="list-style-type: none">• Grant Writing Workshops: These workshops, funded and facilitated by the CRO program and supported by the Manager of Local Connections, will help community members refine their ability to apply for funding. This ensures that local organisations and businesses can access financial support to grow their initiatives and enhance their sustainability.• Volunteer Training & Development: MLC and CRO have worked with council teams to develop a suite of volunteer documents, induction manuals, and safety procedures. This ensures that community members engaged in volunteering have the skills and knowledge to support council projects, events, and recovery initiatives effectively.• Event Planning & Management: By supporting community-led events such as the Girls on Fire and Seniors Recovery Evennt the CRO and the Manager of Local Connections have empowered local groups to take ownership of event organisation, logistics, and promotion—skills that can translate into business opportunities.• Strengthening Business & Community Networks: Through engagement with LEMC, local Aboriginal organisations, and recovery groups, the CRO and the Manager of Local Connections have created pathways for residents with existing skills to connect with employment, training, or business development opportunities.• Community Recovery & Resilience Building: Through the Resilience Network and recovery meetings, local community champions have been encouraged to step into roles where they can apply their expertise in project management, advocacy, and community development. <p>These efforts ensure that existing talents within the community are recognised, nurtured, and channelled into sustainable initiatives that benefit local businesses, organisations, and the wider economy.</p>	
Theme 2 - A place of Progressive Leadership 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:					<p>The MLC and CRO have worked together to increase interaction with communities in several impactful ways:</p> <p>1. Collaborative Events and Programs:</p> <ul style="list-style-type: none">○ The CRO has facilitated community recovery meetings and partnered with local groups to create and fund events, such as youth programs, senior citizen social events, and community resilience activities.○ They have planned inclusive youth events with Campaspe Shire, and events like the <i>Girls on Fire</i> program, engaging community members through participation and strengthening local relationships.	

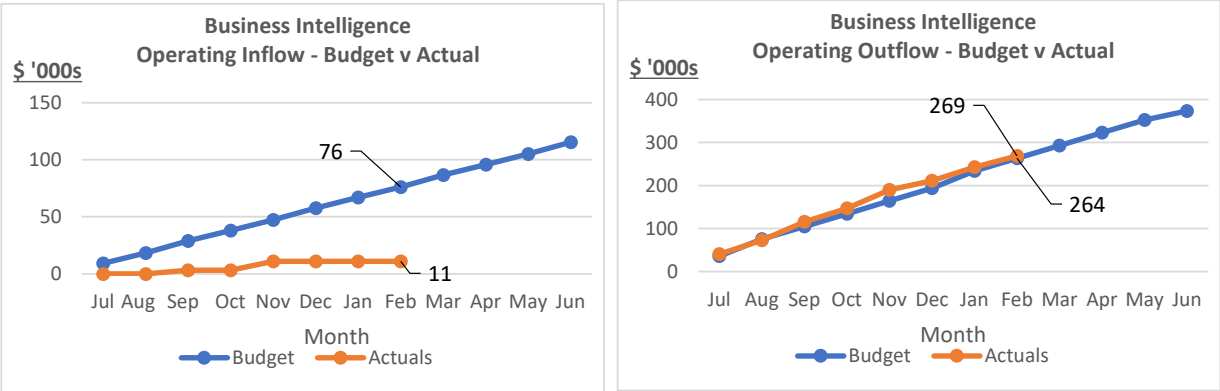
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Monthly Operational Report – February 2025

Local Committees (S355s)

								<div><div>2. Improved Communication:</div><div><div>○ Through regular meet-and-greet sessions, information-gathering events, and community workshops, the CRO and Manager of Local Connections have ensured continuous dialogue with residents and community groups.</div><div>○ They also developed a suite of meeting templates, task tracking tools, and user agreements to help streamline communication and enhance the responsiveness of community initiatives.</div></div><div><div>3. Building Stronger Networks:</div><div><div>○ They established a Resilience Network, involving community groups, recovery agencies, and stakeholders, to foster collaboration and empower local organisations.</div><div>○ By strengthening ties with local Aboriginal communities and integrating these relationships into council initiatives, they have increased engagement through culturally relevant programs and support services.</div></div><div><div>4. Capacity Building:</div><div><div>○ The CRO has worked with local organisations to provide grant writing workshops, helping community members gain new skills for accessing funding.</div><div>○ The introduction of volunteer documents and safety induction processes has created more opportunities for locals to get involved in council-led activities.</div></div><div><div>5. Strategic Support:</div><div><div>○ The CRO has worked closely with local services, like headspace, and partners like Njernda and Moama LALC, to enhance social connections and mental health awareness, especially through outreach programs in isolated areas.</div></div></div><div>These initiatives have helped foster deeper connections with communities, increase participation, and create opportunities for residents to engage with council services and each other.</div></div></div></div>	
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Financial Outcomes



Project Status

Evaluation of the purpose of all committees continues in consultation with the committees. Draft instruments of delegation have been developed and are ready for use -

- The instrument of delegation provides clarity around responsibilities for committees and council.
- Provides 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 regarding the facility they use/hire.

A suite of meeting templates with instructions has been developed and is available to all committees wishing to utilise. An administration timeline has been drawn up – this document will outline committees and councils’ obligations and ensure all administration tasks are completed consistently. A tool to track all tasks/requests made by committees has been implemented and is now being used by all council officers who work with committees. This has increased effective communication between officers, MLC and Committees.

Community Recovery Officer, funded by NSW Reconstruction Authority, has been appointed. The CRO continues to develop network opportunities with other Council CROs.

CRO Deliverables:

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Monthly Operational Report – February 2025

Local Committees (S355s)

1. Establishing a Resilience Network
2. Developing a Map of Support Services
3. Creating and/or working with Reference Groups
4. Facilitating Community Recovery Meetings
5. Working with Communities
6. Developing Recovery Information
7. Working with Recovery Agencies
8. Working with Community Groups and Council Business Units

Key Achievements:

- Developed a map of community services that provide recovery support to people affected by floods in the LGA.
- Engaged with community meetings, AGMs and community network meetings to build connections.
- Engaged with current CROs from Campaspe Shire Council and other NSW flood-affected LGAs.
- Facilitated several CRO meet-and-greet and information-gathering sessions throughout the LGA.
- Other Key Actions:
 - Regularly engaging with groups in the wider community and providing support for community projects. These engagements aim to strengthen community connections and support recovery initiatives.
 - Development of the Community Recovery Report and Recommendations in conjunction with community engagement.
 - Recognising the value of the Red Cross Redi Plan, the CRO has developed a customised version tailored to MRC's specific needs. With the support of the communications Coordinator, the plan was rebranded to align with MRC branding. The printed plans were included in MRC grab-and-go bags, which will be distributed to the community at upcoming events.
 - Building connections with the local Aboriginal community through events at Njernda, Moama LALC and Cummeragunja.
 - Supporting community events with funding, planning and advertising to increase sustainability.
 - Connecting with local stakeholders to create events for local youth for capacity building and providing valuable emergency services experience and exposure.
 - Hosting the Girls on Fire program in March in collaboration with Headspace and Campaspe Shire Council, which focuses on emergency services training for young people, building resilience and leadership skills.
 - Supporting Economic Development to complete their Arts and Culture Strategy by supporting community engagement and input.
 - Connecting with Campaspe Shire to create an inclusive music event for youth.
 - Building connections through LEMC.
 - Working with CROs in other LGAs to create a water/boating safety event in Moama.
 - Providing opportunities for senior citizens to socialise and celebrate their resilience.
 - Meeting with groups and supporting their connection to council and new councillors.
 - Collaboraoration with the Grants Officer to fund two grant writing workshops in the LGA, providing the community with accessible opportunities to develop their skills and knowledge in grant applications.
 - Collaboration with Reconstruction Authority regional delivery team to support relationship building between Cummeragunja community, CRO and RA.
 - Providing feedback to RA about recovery issues and challenges from speaking with community members about their own experiences during the flood event.
 - Providing funding support to the Moulamein Youth drop in hub for activities and projects for local youth.
 - Creating a Community Recovery Network database for community members to be called upon in the event of a disaster to provide feedback and consultation to council.

MLC:

Volunteer and Committee Support:

- A suite of Volunteer documents has been developed in collaboration with the Manager of Risk and the Work Health & Safety Specialist. These documents have been endorsed by the council and are now in use to ensure the council maintains clear oversight and sound governance regarding all volunteers working for the council.
- The Work Health & Safety Officer has been engaged to work with ALL volunteers of Council, ensuring all requirements are met regarding induction, training and ongoing safety.
- Registration of all volunteers has commenced.
- A Volunteer Induction Manual has been prepared and is being distributed to all committees and groups of volunteers.
- Supporting CRO to make further connections with volunteers of council from Friends of Moama Botanic Gardens and Moama Cemetery.

Business and Usual

MLC & CRO continue to meet and support all Section 355 Committees.

Meetings attending during February:

Moulamein South Recreation Reserve

Barham School of Arts

Friends of Old Moama

Koraleigh Recreation Reserve

Initial meeting to form a band of volunteers to periodically open the old Moulamein Courthouse to visitors has been held.

Service Metrics

murray river council

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Local Committees (S355s)

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	<div><div></div><div></div><div></div></div>

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	<div><div></div><div></div><div></div></div>

Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

<div> <div>Division:</div> <div>Committee:</div> <div>Officer:</div> </div>		<div> <div>Date From:</div> <div>Date To:</div> </div>
Action Sheets Report		Printed: 12 March 2025 3:07 PM

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Moama WTP Land Purchase	380125	RESOLUTION 380125 Moved: Cr Geoff Wise Seconded: Cr Kylie Berryman That Council resolve to amend the previous purchase price of resolution 431024 to the value listed in the report and delegate authority to the Acting CEO or her delegate to negotiate. CARRIED	Bond, Jack	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/11/2024	Dissolve Section 355 Committee - Moama Recreation Reserve Management Committee.	381124	RESOLUTION 381124 Moved: Cr Neil Gorey Seconded: Cr Geoff Wise That Council 1. Dissolve the Moama Recreation Reserve Committee of Management pursuant to Section 355 of the Local Government Act 1993. (a) Hold any balance of funds in a reserve to be used at the Moama Recreation Reserve. 2. Endorse the current Moama Recreation Reserve Committee as an Advisory Committee of Council. CARRIED	Buckley, Karen	G A or R
04 Dec 2024 9:06am Buckley, Karen - Target Date Revision Target date changed by Buckley, Karen from 10 December 2024 to 17 January 2025 - Letter of advice sent to Committee, awaiting confirmation of closure of bank account.					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Notice of Motion - that resolution 050624 is revisited at the 28 January 2025 council meeting for debate with the view to rescind	320125	RESOLUTION 320125 Moved: Cr Gen Campbell	Campbell, Gen	G A or R

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Seconded: Cr Gary Pappin
That Council revisit the resolution 050624 "That Murray River Council (MRC) resolve to instruct the Chief Executive Officer (CEO) to commence administrative arrangements from February 2025 to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rates Variation" for the purposes of debate and a view to rescind.
That staff are to take no further action in relation to pursuing a Special Rate Variation.

CARRIED

In Favour: Crs John Harvie, Joy Allan, Kylie Berryman, Gen Campbell, Bianca Hurn, Gary Pappin and Geoff Wise

Against: Crs Neil Gorey and Dennis Gleeson

CARRIED 7/2

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/02/2024	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	130224	RESOLUTION 130224 Moved: Cr Geoff Wise Seconded: Cr Kron Nicholas That: <ol style="list-style-type: none"> 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 500m². The Planning proposal be sent to NSW Department of Planning and Environment (DPE) for 'Gateway Determination' in accordance with Section 3.34 of the <i>Environmental Planning and Assessment Act 1979</i>. 	Cartlidge, Ashleigh	G A or R

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<p>3. Council staff complete all actions outlined in the Gateway Determination and send the planning proposal to the NSW Parliamentary Counsels Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan 2011 (LEP)</p> <p>4. Council notes if valid objections are received via the public exhibition process, a further report will come back to council for consideration.</p> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 6/0 CARRIED</p> <p>06 May 2024 3:18pm Leyonhjelm, Lindy - Reallocation Action reassigned to Cartlidge, Ashleigh by Leyonhjelm, Lindy - Kellie Richmond has left the organisation</p>		

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Review of Developer Contributions for PAN-501667 - 40 Porter Street, Moama	130225	<p>MOTION</p> <p>Moved: Cr Geoff Wise Seconded: Cr Bianca Hurn That Council apply the total <i>Section 7.11 Development Contributions and Section 64 Water and Sewer Headworks Charges for Development Application (DA) 10.2024.294.1</i> of \$15,660.68.</p> <p>Note: This report and decision by Council is for the review of developer contributions only. The DA has been determined by Council staff as acceptable under Delegated Authority.</p> <p style="text-align: right;">MOTION WAS LOST</p>	Chandra, Vishal	G A or R

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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Adoption of Community Strategic Plan 2025-35	040225	RESOLUTION 040225 Moved: Cr Neil Gorey Seconded: Cr Dennis Gleeson That Council adopt the Community Strategic Plan 2025-35 and the information noted by the Council. CARRIED	Croft, Zoe	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Monthly Operational Report	070225	RESOLUTION 070225 Moved: Cr Gen Campbell Seconded: Cr Bianca Hurn That the Monthly Operational Report as of January 2025 be received and the information noted by the Council. CARRIED	Dean, Courtney	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Local Government NSW Destination and Visitor Economy Conference 2025	160225	RESOLUTION 160225 Moved: Cr Bianca Hurn Seconded: Cr Gen Campbell That Council: <ol style="list-style-type: none"> 1. Agree to the attendance of interested Councillors at the Local Government NSW Destination and Visitor Economy Conference in Kingscliff from 26 – 28 May 2025. 2. Nominate which Councillor(s) will attend the Local Government NSW Destination and Visitor Economy Conference in Kingscliff from 26 – 28 May 2025. 	Druitt, Julia	G A or R

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3. That each attending Councillor provides a report to Council, highlighting key learnings, following attendance at the event.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Recommendation for sale of Lot 1 DP 1313227 (Formerly Part 21 Morago Street, Moulamein) as per previous Resolution of Council 181224	080225	<p>RESOLUTION 080225</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That, further to previous resolution of Council dated 10 December 2024 (Resolution 181224), Murray River Council (Council) resolve to formally accept the purchase offer received from Edward River Gardens (Moulamein Retirement Village Inc. ABN 63 848 623 948) and authorise the Acting Chief Executive Officer to undertake all necessary activities including signing any documentation and affixing the Council Seal as may be necessary to effect the unconditional sale and transfer of the land identified as Lot 1 DP 1313227 (previously part Lot 1, DP Lot 1 DP 525866), otherwise referred to as Part 21 Morago Street, Moulamein (the Property).</p> <p>CARRIED</p>	Godfrey, Chris	G A or R
<p>27 Feb 2025 3:07pm Godfrey, Chris - Target Date Revision</p> <p>Target date changed by Godfrey, Chris from 11 March 2025 to 30 April 2025 - Contract of sale currently being drafted. Settlement date likely to be minimum of 30 days after signing contract. Some allowance for working days lost due to Easter and Anzac Day holidays in April.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 10/12/2024	Recommendation for the sale of Part 21 Morago Street, Moulamein	181224	<p>RESOLUTION 181224</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Neil Gorey</p> <p>Cr Wise moved Alternate Resolution 2 – A, B, C (1 & 2)</p>	Godfrey, Chris	G A or R

<p>Action Sheets Report</p>	<p>Division: Committee: Officer:</p>	<p>Date From: Date To: Printed: 12 March 2025 3:07 PM</p>
	<p><u>Alternate Resolution 1</u> That Murray River Council (Council) resolve to:</p> <p>A undertake the sale of the land currently identified as Lot 1 DP 525866 (Northern Section only) and the residential building situated on that part of the land (the Property), through an open market approach of Competitive Direct Sale, such sale to be at a price no less than the higher of the two valuations (excluding GST) obtained for the said Property, and</p> <p>B authorise the Acting Chief Executive Officer (CEO) to undertake the necessary activities, including the appointment of a suitable independent real estate agent to undertake the sale and entering into & signing of the required contractual and other documents as necessary to give effect to the said sale.</p> <p><u>Alternate Resolution 2</u> That Murray River Council (Council) resolve to:</p> <p>A undertake the sale of the land currently identified as Lot 1 DP 525866 (Northern Section only) and the residential building situated on that part of the land (the Property), using an Alternative Method of Disposal as identified in Council Policy No. POL-602 V#1 (the Policy), to achieve a specific policy objective of Council, namely, to promote the availability of adequate affordable retirement housing within Council's footprint, and</p> <p>B in keeping with the requirements of the Policy, direct the Chief Executive Officer (CEO) to appoint an independent probity officer to review the process and provide a report for final consideration by Council, and</p> <p>C based on the request made by Edward River Gardens, invite Edward River Gardens to make an offer for the Property, and</p> <p>1) if the final offer is at or above the valuation as identified in the valuation (excluding GST) conducted by Preston Rowe Paterson, authorise the Acting Chief Executive Officer (CEO) to proceed to undertake the</p>	

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- public display as required by the Policy for a period of 21 days, and on completion of the public display period, submit a report to council containing the feedback (if any) obtained through the public display, for a final determination by Council on the sale of the Property as a non-competitive direct sale to ERG, or
- 2) if ERG is not willing to meet the valuation as identified by PRP, authorise the Acting CEO to undertake the sale of the Property through an open market approach of Competitive Direct Sale, such sale to be at a price no less than the higher of the two valuations (excluding GST) obtained for the said Property, and undertake the necessary activities, including the appointment of a suitable independent real estate agent to undertake the sale and entering into & signing of the required contractual and other documents as necessary to give effect to the said sale.

In Favour: Crs John Harvie, Neil Gorey, Joy Allan, Kylie Berryman, Gen Campbell, Dennis Gleeson, Bianca Hurn, Gary Pappin and Geoff Wise

Against: Nil

**CARRIED 9/0
CARRIED**

09 Jan 2025 10:47am Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 24 December 2024 to 31 March 2025 - Probity advisor being sourced now. Probity Plan will be created and required steps will need to be followed. IF ERG are successful purchaser, settlement period can be short.

10 Feb 2025 11:40am Godfrey, Chris

ERG have submitted an offer, which satisfies the Resolution requirements and the Public Notice was put on display for 21 days from 29/01/2025, as per Policy. At completion of 21 Days notice, Council Report will be submitted for final decision.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Update - Planning Proposal PP-2024-1477 Reclassification of 22 sites in Barham and Moama from 'Community' to 'Operational' land - drainage reserves.	070125	RESOLUTION 070125 Moved: Cr Neil Gorey Seconded: Cr Geoff Wise That Council:	Godfrey, Chris	G A or R

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	<p>a) notes the submission to the Public Hearing and the submission to the Public Exhibition and the commentary provided by the Independent Chair of the Public Hearing in response;</p> <p>b) proceeds with the Planning Proposal to reclassify 21 sites from 'Community' to 'Operational land, excluding one site (Lot 33 DP 1259774) from the original Planning Proposal; and</p> <p>c) resolves that the lots to be reclassified as Operational Land in this Planning Proposal must not be sold at any future stage unless their purpose or use is first amended.</p> <p style="text-align: right;">CARRIED</p> <p><u>In Favour:</u> Crs John Harvie, Neil Gorey, Joy Allan, Kylie Berryman, Dennis Gleeson, Bianca Hurn and Geoff Wise</p> <p><u>Against:</u> Crs Gen Campbell and Gary Pappin</p> <p style="text-align: right;">CARRIED 7/2</p>	
10 Feb 2025 12:00pm Leyonhjelm, Lindy Submission of Planning Proposal for 21 Lots, as resolved by Council in January, to be completed by MRC Planning Department in February.		

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/03/2024	Recommendation for the sale of Former Moama Preschool site, Regent Street, Moama.	360324	<p>RESOLUTION 360324</p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Geoff Wise</p> <p>That Murray River Council (Council) resolve to authorise the Chief Executive Officer (CEO) to undertake the necessary activities, including the entering into and signing of the required contractual arrangements to sell the land identified as Lot 11 DP 236459 and Lot 12 DP 236459 (the land parcel) through an open market approach of either Expression of Interest or Competitive Direct Sale, as suggested in the attached Valuation Report.</p> <p style="text-align: right;">CARRIED</p>	Godfrey, Chris	G A or R
09 Apr 2024 4:39pm Godfrey, Chris - Target Date Revision					

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Target date changed by Godfrey, Chris from 09 April 2024 to 31 July 2024 - Expression of Interest process to be formulated and completed. The Probity advisor has been selected and the Conveyancer has been engaged to complete a Draft Contract of Sale for inclusion in the EOI process. Once identified, the successful applicant will be notified and the terms of the sale will need to be formalised.

08 Jul 2024 4:00pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 31 July 2024 to 31 October 2024 - Expression of Interest did not identify any potential buyers. Discussion with one potential party currently underway. May have to change selling strategy if no other opportunity is found.

05 Nov 2024 4:08pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 31 October 2024 to 28 February 2025 - No significant interest from the market. Council report to be submitted to decide on future actions, including possibility of moving to auction through agent.

10 Feb 2025 11:36am Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 28 February 2025 to 30 May 2025 - Auction date now confirmed for 8 March, 2025. If sale results from auction process, settlement likely to be May/June.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/11/2024	Notice of Motion - That Murray River Council make a submission into the "Inquiry into modern day slavery risks faced by temporary migrant workers in rural and regional New South Wales"	421124	RESOLUTION 421124 Moved: Cr Neil Gorey Seconded: Cr Joy Allan That Murray River Council submits a submission into the "Inquiry into modern day slavery risks faced by temporary migrant workers in rural and regional New South Wales". That the Mayor and staff contribute to the report and it is shared with both Cross Border Commissioners and that Federal and State members on both sides of the river receiving a copy of the submission. CARRIED	Gorey, Neil	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Mayoral Minute - Council Representation on RAMJO Sub-Committees	030225	RESOLUTION 030225 Moved: Cr Gen Campbell Seconded: Cr Dennis Gleeson That Council 1. Consider appointing representatives to each of the RAMJO sub-committees and working groups identified in this Mayoral Minute. 2. Council inform the RAMJO executive of its nominees. CARRIED	Harvie, John	G A or R

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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Mayoral Minute - Request for Emergency Agistment	050125	<p>RESOLUTION 050125</p> <p>Moved: Cr Dennis Gleeson Seconded: Cr Geoff Wise</p> <p>That Council delegate authority to the Acting Chief Executive Officer to negotiate and sign any documents which might be necessary to give effect to a short term licence agreement with Elders Echuca for the vacant land at Mathoura Line Road, Moama (Lot 3, DP813704) , for a maximum period of six (6) months (unless ended earlier at Council's option) and for the sole purpose of providing temporary agistment for livestock from fire affected properties in the Grampians region of Victoria, at a cost of \$1 and on such other terms as the Acting Chief Executive Officer considers appropriate. Council takes up with Elders that they do not make any profit from the agistment cattle on the property. Elders make note that Council do not have a PIC number and Elders would have to make allowances for that case.</p> <p style="text-align: right;">CARRIED</p>	Harvie, John	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Mayoral Minute - Appointment Of The Chief Executive Officer Of Murray River Council	270225	<p>RESOLUTION 270225</p> <p>Moved: Cr Kylie Berryman Seconded: Cr Gen Campbell</p> <p>1. That the person identified in the confidential report, be offered the position of Chief Executive Officer of Murray River Council and the Mayor and Deputy Mayor, in consultation with Recruitment Consultant, be authorised to negotiate and finalise the appointment based on the following terms and conditions:</p>	Harvie, John	G A or R

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- (a) A five (5) year performance-based contract commencing on (TBC);
- (b) A total remuneration package be negotiated up to the identified value in the confidential report, comprising of salary, superannuation and the private use of a council provided motor vehicle.
- (c) The contract of employment being in accordance with the Standard Contract of Employment for General Managers of Local Councils in NSW as prescribed by the NSW Office of Local Government.
- 2. That should the preferred candidate for any reason not accept the offer of appointment
 - (a) The offer then be made to the second preferred candidate or
 - (b) The position be readvertised
- 3. That the Standard Contract of Employment for General Managers of Local Councils in New South Wales be executed under the Common Seal of the Council.
- 4. That the Mayor, in consultation with the successful candidate, issue a media release and inform staff via an all-staff email.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Mayoral Minute - Campaign for Local Government to receive increased funding to a minimum of 1% of Commonwealth Taxation Revenue	060125	RESOLUTION 060125 Moved: Cr John Harvie That Council authorise the Mayor and CEO to collaborate with regional councils to advocate for increased local	Harvie, John	G A or R

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government funding, including a minimum allocation of 1% of Commonwealth taxation revenue.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Moama and District Preschool - Deed of Variation to Lease	180225	<p>RESOLUTION 180225</p> <p>Moved: Cr Gen Campbell Seconded: Cr Bianca Hurn That Council resolve to amend Item 4 of Resolution No. 250125 adopted at the Ordinary Meeting of Council held on 28 January 2025 to read as "delegate authority to the Acting CEO to execute a deed of variation to the existing lease with Moama and District Preschool, reducing the \$5,000 per annum Crown Land rental component to the annual statutory minimum (currently \$604.00 + GST) to conform to the requirements stipulated in the Crown Lands Management Act 2016.</p> <p>CARRIED</p>	Hayward, Beck	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Recommendation to Endorse Project Option - Barham River Estate Levee	370125	<p>MOTION</p> <p>Moved: Cr Kylie Berryman Seconded: Cr Geoff Wise That Council:</p> <ol style="list-style-type: none"> 1. Receive the information contained in this report regarding the Barham River Estate Levee Upgrade Project; and 2. Endorse Option B to complete the project in a staged approach, with Stage 1 to be completed within the existing approved budget. 	Hughes, Daniel	G A or R

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3. Approves submission of a grant funding application to seek funding for the remaining works with a 6:1 funding ratio, noting that this will require additional Council funding of \$225,000 in a future financial year.
- MOTION WAS LOST

11 Feb 2025 1:55pm Hughes, Daniel

No further action until legal advice is obtained and presented to Council.

11 Mar 2025 3:50pm Hughes, Daniel

Report covering legal advice obtained to be presented to March 2025 Council meeting.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Recommendation to Endorse Project Option - Barham River Estate Levee	370125	<p>RESOLUTION 370125</p> <p>Moved: Cr Gen Campbell</p> <p>Seconded: Cr Joy Allan</p> <p>FORESHADOWED MOTION</p> <p>That Council defer the motion until the next Council meeting (25 February 2025) to engage with Legal Counsel for further options to recoup costs.</p> <p>CARRIED</p>	Hughes, Daniel	G A or R
<p>11 Feb 2025 1:56pm Hughes, Daniel</p> <p>Past correspondence currently being reviewed to enable a legal opinion to be obtained. To be presented to Council when available but may not be ready for February 2025 meeting.</p> <p>11 Mar 2025 3:50pm Hughes, Daniel</p> <p>Report covering legal advice obtained to be presented to March 2025 Council meeting.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/01/2022	Mathoura Residential Development	150122	<p>RESOLUTION 150122</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</p>	Hughes, Daniel	G A or R

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<p>08 Feb 2022 1:08pm Donald, Jan Works have commenced on the engineering design following on from meeting with the consultants.</p> <p>12 Jul 2022 4:16pm Bond, Jack DA has been applied for</p> <p>30 Nov 2022 10:22am Donald, Jan Design and planning still underway. More information available in 2023.</p> <p>04 Apr 2023 8:49am Donald, Jan Design and planning nearing completion. Actively seeking funding opportunities to support the development.</p> <p>09 May 2023 3:56pm Donald, Jan No further update at this time.</p> <p>08 Jun 2023 9:03am Bond, Jack Motion passed at May meeting to progress to detailed costing stage.</p> <p>12 Jul 2023 1:09pm Bond, Jack Detailed design underway</p> <p>12 Sep 2023 1:24pm Bond, Jack Future report to Council for feasibility.</p> <p>17 Nov 2023 12:39pm Bond, Jack No further update at this time.</p> <p>24 Nov 2023 10:54am Bond, Jack</p>	<p>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;">CARRIED</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;">CARRIED 5/2</p>	

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Valuation will be sort for current land status.

08 Mar 2024 8:10am Bond, Jack

Drainage constraints required variation

07 Jun 2024 3:22pm Bond, Jack

Varied design progressing well

05 Nov 2024 4:52pm Bond, Jack

Future presentation to new Councillors being prepared.

28 Jan 2025 12:05pm Donald, Jan - Reallocation

Action reassigned to Hughes, Daniel by Donald, Jan - Jack Bond has ceased employment with MRC.

11 Feb 2025 1:50pm Hughes, Daniel

Presentation to be made to a future Council briefing.

11 Mar 2025 3:44pm Hughes, Daniel

To be discussed on Council bus tour on 20 March 2025.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/11/2024	Temporary levee installation - Tindarra Resort	261124	<p>RESOLUTION 261124</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Kylie Berryman</p> <p>That Council give approval to update the Moama Levee Owner's Manual to include the temporary construction of an earthen levee at Tindarra Resort to remove flood impact on lower land in Lignum Road area.</p> <p>That upon inclusion into the Moama Levee Owner's Manual, Council no longer considers the affected land as 'flood prone land' for Planning purposes.</p> <p style="text-align: right;">CARRIED</p>	Hughes, Daniel	G A or R
<p>28 Jan 2025 12:06pm Donald, Jan - Reallocation</p> <p>Action reassigned to Hughes, Daniel by Donald, Jan - Jack Bond has ceased employment with MRC.</p> <p>11 Feb 2025 1:53pm Hughes, Daniel</p> <p>Inclusion in the levee owners manual is in progress and has included discussion with DCCEEW.</p> <p>11 Mar 2025 3:47pm Hughes, Daniel</p> <p>Inclusion in the levee owners manual is in progress and a grant funding application is being considered for investigation and design costs for a permanent levee.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/10/2024	Murray Downs Boat Ramp - Request for Additional Funding	331024	<p>RESOLUTION 331024</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Geoff Wise</p>	Hughes, Daniel	G A or R

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<p>That Murray River Council resolve to approve additional capital works funding, in keeping with the recommendation contained in the Conclusion section of the report, to construct a formal access road, hardstand area, and drainage for the Murray Downs Boat Ramp.</p> <p><u>In Favour:</u> Crs Joy Allan, Dennis Gleeson, Neil Gorey, John Harvie and Geoff Wise</p> <p><u>Against:</u> Crs Kylie Berryman, Gen Campbell and Gary Pappin</p> <p style="text-align: right;">CARRIED 5/3 CARRIED</p> <p>11 Feb 2025 1:50pm Hughes, Daniel Works starting on site in February 2025 and expected to be complete in May 2025.</p> <p>11 Mar 2025 3:46pm Hughes, Daniel Works have commenced and remain on track for May 2025 completion.</p>		

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/03/2024	Planning Proposal to change zoning from R5 Large Lot to RU5 village and vary the minimum lot size from 4,000m2 to 450m2 at Lot 611 DP 611 in DP 806704, 6 Clifton Street Mathoura NSW 2710	190324	<p>RESOLUTION 190324</p> <p>Moved: Cr Thomas Weyrich</p> <p>Seconded: Cr Geoff Wise</p> <p>That:</p> <ol style="list-style-type: none"> 1. Council re-endorse the Planning Proposal prepared by Habitat Planning Pty to change zoning from R5 large lot to RU5 Village and vary the minimum lots size from 4000m2 to 450m2 for Lot 611 in DP806704 located at 6 Clifton Street, Mathoura NSW 2710. 2. The Planning Proposal be sent to NSW Department of Planning and Environment (DPE) for final endorsement. 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 	McFarlane, Jessica	G A or R

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<p>06 Jun 2024 3:56pm McFarlane, Jessica Final mapping stages under completion for rezoning.</p> <p>19 Aug 2024 10:11am McFarlane, Jessica This PP is now with Habitat PLanning for further amendments</p>	<p>Opinion and drafting of a new/amended Murray Local Environmental Plan (LEP).</p> <p>4. Council notes that this recommendation assumes that no valid objections are received prior to the public exhibition closing date of 3 April 2024. If valid objections are received via the public exhibition process, the outcomes of this recommendation are null and void and a further report will come back to council for consideration.</p> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 7/0 CARRIED</p>	

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/06/2024	MURRAY LOCAL ENVIRONMENTAL PLAN 2011 - PLANNING PROPOSAL TO AMEND THE LAND USE TABLE FOR ZONE RU1 PRIMARY PRODUCTION TO ENABLE CARAVAN PARK LAND USE (TO FACILITATE THE DEVELOPMENT OF A MANUFACTURED HOME ESTATE) TO BE PERMITTED WITH CONSENT ON PART LOT 49 IN DP751159 AND TO REMOVE THE MINIMUM LOT SIZE REQUIREMENTS OF 120 HECTARES FOR THE SITE. PLANNING PROPOSAL PP-2023-2719	150624	RESOLUTION 150624 Moved: Cr Ann Crowe Seconded: Cr Neil Gorey That 1. The Council to endorse the Planning Proposal prepared by Stimson Urban & Regional Planning to amend the <i>Murray Local Environmental Plan 2011</i> (LEP) to override the Land Use Table for the RU1 Primary Production zone to enable the land use definition of 'Caravan Park' on Lot 49 in DP751159 and to vary the minimum lot size provisions subject to the following:	McFarlane, Jessica	G A or R

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<p>A Plan of subdivision is provided to detail the minimum lot size proposed to facilitate the proposed development and how the infrastructure associated with the MHE is to be wholly contained within the proposed lot before the gateway determination has been finalised.</p> <ol style="list-style-type: none"> The Planning Proposal is to be sent to the NSW Department of Planning, Housing and Infrastructure (DPHI) for a 'Gateway Determination' in accordance with Section 3.34 of the <i>Environmental Planning and Assessment Act 1979</i> following the consideration of the additional material. Council's staff to complete 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) subject to items 1 and 2. <p style="text-align: right;">CARRIED</p> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 7/0</p> <p>19 Aug 2024 10:13am McFarlane, Jessica With Consultant to amend PP.</p>		

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/01/2022	Liston Caravan Park	290122	<p>RESOLUTION 290122</p> <p>Moved: Cr Nikki Cohen</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council resolve to:</p>	McFarlane, Jessica	G A or R

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Action Sheets Report**05 Jun 2023 4:15pm Donald, Jan - Email**

Hi Glenn - could you please update your actions on the above item in InfoCouncil. If there hasn't been any change since last month, just put that in there., Thanks, Jan.

07 Jun 2023 9:49am Bulmer, Glenn

The consultant is currently amending the options paper as a result of the staff review and recent advice from Crown Lands.

11 Jul 2023 8:44am Bulmer, Glenn

The consultant has completed the report and staff are currently reviewing.

11 Sep 2023 2:22pm Bulmer, Glenn

Councillor Workshop set for 12/09/2023 to discuss the report and options.

14 Nov 2023 9:06am Bulmer, Glenn

Council report to be drafted for consideration of options at December 2023 meeting.

24 Sep 2024 3:31pm Bulmer, Glenn - Reallocation

Action reassigned to Bond, Jack by Bulmer, Glenn - Reassigned to Jack Bond as requested.

05 Nov 2024 4:53pm Bond, Jack

Future presentation to new Councillors being prepared.

28 Jan 2025 12:06pm Donald, Jan - Reallocation

Action reassigned to McFarlane, Jessica by Donald, Jan - Jack Bond has ceased employment with MRC.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/10/2024	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		RECOMMENDATION That: <ol style="list-style-type: none"> 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 500m² The Planning proposal be sent to NSW Department of Planning and Environment (DPE) for final endorsement in accordance with the <i>Environmental Planning and Assessment Act 1979</i>. Council staff complete all actions outlined in the Gateway Determination and send the planning proposal to the NSW Parliamentary Counsels Office (PCO) requesting Parliamentary Counsel's Opinion and 	McFarlane, Jessica	G A or R

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drafting of a new/amended Murray Local Environmental Plan 2011 (LEP).

ITEM 9.4.1 IS SUPERSEDED BY A SUPPLEMENTARY REPORT ITEM 9.4.3 WHICH WAS BOUGHT FORWARD HERE.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 23/04/2024	Notice of Motion - Council gives an update on the delivery of the Moulamein Main Street Redevelopment Project, including the timelines involved and community engagement.	270424	<p>RESOLUTION 270424</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Geoff Wise</p> <p>That Murray River Council gives an update on the delivery of the Moulamein Main Street Redevelopment Project, including the timelines involved and community engagement. Following the meeting, a media release to be issued, updating the community on this project.</p> <p>CARRIED</p>	McFarlane, Jessica	G A or R
<p>25 Jul 2024 12:01pm Leyonhjelm, Lindy - Reallocation Mitch McKenzie & Leeyana Thokala now working on a Moulamein Masterplan in collaboration with Eco Dev. A brief of the scoping report is in draft format for community engagement for the scope of the project.</p> <p>19 Aug 2024 10:11am McFarlane, Jessica John Guilfoyle is working with Consultants to establish some quotes and scope of works for Moulamein & Mathoura</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/10/2024	UPDATE TO 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	351024	<p>RESOLUTION 351024</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Kylie Berryman</p> <p>That:</p> <ol style="list-style-type: none"> Council notes the submission made by Transport for New South Wales on 14th October 2024 (received by Council 14 days after the submission closing date). 	McFarlane, Jessica	G A or R

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2. Council allows the submission to be considered, managed and responded to under delegation of the CEO.
3. 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 500m².
4. The Planning proposal be sent to NSW Department of Planning and Environment (DPE) for final endorsement in accordance with the *Environmental Planning and Assessment Act 1979*.
5. Council staff complete all actions outlined in the Gateway Determination under delegation and send the planning proposal to the NSW Parliamentary Counsels Office (PCO) requesting Parliamentary Counsel's Opinion and drafting of a new/amended Murray Local Environmental Plan 2011 (LEP)

At 3:52 pm, Cr Kylie Berryman left the meeting prior to the final vote being taken.

In Favour: Crs Joy Allan, Dennis Gleeson, Neil Gorey, John Harvie, Gary Pappin and Geoff Wise

Against: Cr Gen Campbell

CARRIED 6/1

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Attendance to the Australian Local Government Association National General Assembly 24 - 27 June 2025	100125	RESOLUTION 100125 Moved: Cr Dennis Gleeson Seconded: Cr Gary Pappin	Mudaliar, Sheryl	G A or R

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<p>That Council</p> <ol style="list-style-type: none"> 1. Put forward names of delegates to attend the Australian Local Government Association National General Assembly being held in Canberra 24 – 27 June 2025. 2. Agree that the Mayor and CEO are two (2) of the nominated delegates attending the NGA and agree on the number of delegates attending, take into consideration the cost of travel, accommodation and attendance to the assembly. <p style="text-align: right;">CARRIED</p> <p>10 Feb 2025 9:24am Leyonhjelm, Lindy There has been some adjustments to which Councillors are attending due to the high cost of sending 8 Councillors. The Mayor, Deputy Mayor and 2 other Councillors are no longer attending due to costs. It has since been highlighted that there is a restriction to attendance to conferences as there is a certain amount budgeted for attending conferences. Taking into account the attendance by 4 Councillors to the LGNSW conference in Nov 2024, having all 8 Councillors attending the NGA ALGA would have created an overspend in the budget. , Registrations have just opened and early bird finishes on May. Once the new Exec Coord commences, they will arrange for registration, accommodation and flights if necessary.</p> <p>10 Feb 2025 9:29am Leyonhjelm, Lindy - Target Date Revision Target date changed by Leyonhjelm, Lindy from 11 February 2025 to 11 March 2025 - Exec Assistant leaving Council, new person coming in as Exec Coord will take over and arrange for registration, accommodation and travel.</p> <p>12 Mar 2025 2:39pm Leyonhjelm, Lindy Confirmed that councillors Pappin, Campbell & Berryman are the three delegates attending the conference. , Sheryl Mudaliar will be arranging for registration, travel and accommodation (Crs Campbell & Berryman have arranged for accommodation already and will be reimbursed)</p> <p>12 Mar 2025 2:40pm Leyonhjelm, Lindy - Reallocation Action reassigned to Mudaliar, Sheryl by Leyonhjelm, Lindy - Lindy Leyonhjelm is leaving MRC, Sheryl is Lindy's replacement</p>	

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Notice of Rescission - Resolution 091024 from 8 October Extra Ordinary meeting of Council be rescinded and a new motion carried	310125	RESOLUTION 310125 Moved: Cr Gary Pappin Seconded: Cr Kylie Berryman That <ol style="list-style-type: none"> 1. The resolution 091024 titled Setting the Dates, Times and Places for the Ordinary Council meetings including November 2024 through to September 2025 that was passed at the meeting of 8 October 2024 be rescinded. 2. That the new motion be; <ol style="list-style-type: none"> (a) That Council meetings be held at 1pm on the fourth (4th) Tuesday of each month commencing 	Pappin, Gary	G A or R

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- at 1pm at the Moama Administration Office, Council Chambers. The pre-briefing should commence as needed at 9:30am or 10am.
- (b) That Councillor workshops be held at Moulamein, Barham, Wakool & Mathoura on one occasion annually up until September 2025 and an invitation be extended to community members to meet with Councillors at a suitable time on those days.

CARRIED

10 Feb 2025 9:37am Leyonhjelm, Lindy

Workshops to be arranged at Wakool, Barham, Moulamein & Mathoura up to and including Sept 2025

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Moama Lions Community Village Committee - Request for Delegated Authority	060225	<p>RESOLUTION 060225</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council delegate authority to the Moama Lions Community Village Committee of Management (the Committee) to initiate steps towards the construction of new independent living units at 10 & 12 Council Street Moama, subject to the Committee demonstrating to the satisfaction of the CEO their ability to fund ongoing future capital maintenance to avoid unexpected financial pressures on Council.</p> <p>CARRIED</p>	Ryan, Sarah	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Barham Micro Abattoir - Recovery of rectification costs	250225	<p>RESOLUTION 250225</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p>	Ryan, Sarah	G A or R

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That Council considers the detail of this report and resolves to delegate authority to the Acting Chief Executive Officer to:

1. instruct external Counsel in accordance with the recommendations made in their letter of advice (detailed in this report); and
2. sign any documentation which may be required in order to finalise the matter.

In Favour: Crs John Harvie, Neil Gorey, Joy Allan, Dennis Gleeson, Bianca Hurn, Gary Pappin and Geoff Wise

Against: Crs Kylie Berryman and Gen Campbell

**CARRIED 7/2
CARRIED**

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Southern Cross Care - Offer to Purchase Council Land	260225	<p>RESOLUTION 260225</p> <p>Moved: Cr Kylie Berryman Seconded: Cr Geoff Wise That Council resolve to:</p> <ol style="list-style-type: none"> 1. Negotiate a sale of the land identified as: Lot 3 of Deposited Plan 853861; Lot 2 of Deposited Plan 853862, and Lot 2 of Deposited Plan 853863 including the building (the Property), using an Alternative Method of Disposal as outlined in Council Policy No. POL-602 V#1 (Land Acquisition and Disposal Policy) to achieve a specific strategic policy objective—namely, to support the availability of affordable retirement housing within Council's jurisdiction, as outlined in the Community Strategic Plan 2022-2032. 2. Acknowledge that the existing independent valuation is more than six months old and that the offer received from the proponent is considerably below this valuation. Authorise the Chief Executive Officer 	Ryan, Sarah	G A or R

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(CEO) to negotiate with the proponent to sell the Property at the best negotiated price for the intended purpose that was outlined to Council at the recent Council meeting and necessary due diligence is undertaken in accordance with Council's Land Acquisition and Disposal Policy.

3. Appoint an independent probity officer, as required under the Policy, to oversee the negotiation and disposal process (as applicable) and provide a report for final consideration by Council;

Noting that the final terms of the negotiated arrangement will be put to Council for endorsement and delegation of authority to enter any formal agreement and carry out its terms.

CARRIED

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2020	Murray Downs Land - Compulsory Acquisition	220220	<p>RESOLUTION 220220</p> <p>Moved: Cr Neil Gorey Seconded: Cr Geoff Wise</p> <p>That the Council:</p> <ol style="list-style-type: none"> 1. 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. 2. 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. 	Ryan, Sarah	G A or R

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<p>17 Mar 2020 12:19pm Keogh, Kerri No comment received on this matter as at 17/03/20.</p> <p>31 Mar 2020 2:45pm Harvie, John The Murray Downs Local Aboriginal Land Council (LALC) has been notified of councils decision. The LALC has commenced action to have the 20Ha lot exempted from the blanket claim on all NSW Travelling Stock Routes.</p> <p>21 Apr 2020 9:28am Keogh, Kerri No further comment/update received on the matter as at 21/04/20.</p> <p>18 May 2020 2:37pm Keogh, Kerri No further comment/update on this matter as at 18/05/20.</p> <p>27 May 2020 7:38am Harvie, John Wamba Wamba nation are finalising an exemption from statewide TSR land claim for the 20Ha parcel of land. Once received compulsory acquisition process will commence.</p> <p>18 Jun 2020 9:43am Lewandowski, Rosemarie No further update at this time.</p> <p>16 Jul 2020 9:51am Harvie, John Still waiting on exemption from blanket TSR claim by NSW Aboriginal Land Council.</p> <p>07 Aug 2020 7:22am Harvie, John As above.</p> <p>14 Oct 2020 9:50am Harvie, John As above.</p> <p>23 Dec 2020 8:25am Harvie, John NSW Aboriginal Land Council taking steps to provide a 'No Objection' consent to enable the process to move forward.</p> <p>12 Feb 2021 9:25am Harvie, John As above</p> <p>05 Mar 2021 12:02pm Harvie, John Negotiations are continuing</p> <p>07 Apr 2021 9:07am Harvie, John Meeting with CEO Wamba Wamba wc 19/04/21</p> <p>10 Jun 2021 4:07pm Harvie, John Negotiations are still continuing slowly.</p> <p>15 Jul 2021 7:52am Harvie, John As above.</p> <p>14 Sep 2021 2:48pm Harvie, John As above</p> <p>12 Oct 2021 9:23am Harvie, John</p>	<ol style="list-style-type: none"> 3. 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. 4. 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. <p style="text-align: center;">CARRIED</p>	

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NSW Aboriginal Land Council and the Murray Downs Local Aboriginal Land Council have agreed to provide a 'No Objection' letter supporting a development application by council to develop a businesspark in Murray Downs.

02 Nov 2021 9:07am Harvie, John

Advice received from Kell Moore in relation to the procedure for compulsory acquisition.

08 Dec 2021 8:34am Harvie, John

DA being prepared.

12 Jan 2022 10:50am Harvie, John

As above

11 May 2022 11:18am Leyonhjelm, Lindy - Reallocation

Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Change of personnel

12 Jul 2022 4:47pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Harvie, John by Leyonhjelm, Lindy - JH to completed

13 Jul 2022 7:39am Harvie, John

Work in Progress

13 Sep 2022 8:16am Harvie, John

This matter will now be actioned by the Director of Community and Economic Development and the manager of Contracts and Leases.

05 Oct 2022 1:30pm Harvie, John

A meeting with the Acting CEO of Wamba Wamba was held on 05/10/2022

09 Nov 2022 10:41am Leyonhjelm, Lindy - Reallocation

Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Acting Director Community & Economic Development to continue with actions required

10 Nov 2022 7:00am Ryan, Sarah

SR - JH/SR met with Local Aboriginal Land Council. A subsequent meeting with NSW Aboriginal Land Council was postponed late October due to flood event. Meeting to be rescheduled in November.

16 Mar 2023 9:05am Ryan, Sarah

SR - met with Local Aboriginal Land and NSW Aboriginal Land Council. It was proposed that the Local Aboriginal Land Council claim the land and progress the industrial development with support from MRC due a recent find of remains on an adjacent block of land.

04 May 2023 10:21am Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 10 March 2020 to 30 June 2023 - SR in discussions with NSWALC.

12 Sep 2023 8:51am Ryan, Sarah

SR - Officers continuing to work with Wemba Wemba LALC and NSW ALC to seek first nations led projects with mutually beneficial outcomes.

12 Sep 2023 8:52am Ryan, Sarah - Target Date Revision

Target date changed by Ryan, Sarah from 30 June 2023 to 30 June 2025 - Long term project

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Response to Notice of Motion - That Resolution 050624 is revisited at the 28 January Council Meeting for debate with the view to rescind	120125	RESOLUTION 120125 Moved: Cr Neil Gorey Seconded: Cr Kylie Berryman That the Officer's report on Response to Notice of Motion - That Resolution 050624 is revisited at the 28 January Council Meeting for debate with the view to rescind be received and the information noted by the Council. CARRIED	Ryan, Sarah	G A or R

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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Joint Advocacy for South West Renewable Energy Zone (SW Rez)	130125	RESOLUTION 130125 Moved: Cr Dennis Gleeson Seconded: Cr Neil Gorey That Council authorise the Mayor and CEO to write to councils within the South West Renewable Energy Zone (SW REZ), seeking support for a joint advocacy initiative to promote regulatory flexibility in boundary definitions, ensuring equitable outcomes for communities impacted by renewable energy development.	Ryan, Sarah	G A or R
CARRIED					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/06/2024	Mayoral Minute - Administrative arrangements to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rates Variation	050624	<p>RESOLUTION 050624</p> <p>Moved: Cr Frank Crawley</p> <p>That Murray River Council (MRC) resolve to instruct the Chief Executive Officer (CEO) to commence administrative arrangements from February 2025 to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rates Variation</p> <p>CARRIED</p> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p>CARRIED 7/0</p>	Ryan, Sarah	G A or R
<p>04 Jul 2024 10:20am Leyonhjelm, Lindy - Target Date Revision</p> <p>Target date changed by Leyonhjelm, Lindy from 09 July 2024 to 10 March 2025 - process to apply for SRV will commence in February</p> <p>02 Oct 2024 3:10pm Leyonhjelm, Lindy - Reallocation</p> <p>Action reassigned to Dodds, Terry by Leyonhjelm, Lindy - Cr Crawley is no longer on Council</p> <p>12 Nov 2024 2:16pm Leyonhielm, Lindy - Reallocation</p>					

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Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Acting CEO

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/05/2024	Shared Services	150524	RESOLUTION 150524 Moved: Cr Thomas Weyrich Seconded: Cr Nikki Cohen That council notes and condones the endeavours of the Administration to commence investigating shared services. CARRIED	Ryan, Sarah	G A or R
09 Jul 2024 2:04pm Leyonhjelm, Lindy - Target Date Revision Target date changed by Leyonhjelm, Lindy from 11 June 2024 to 01 October 2024 - Discussion with neighbouring councils to commence after LG NSW elections 12 Nov 2024 2:16pm Leyonhjelm, Lindy - Reallocation Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Acting CEO 08 Jan 2025 3:56pm Ryan, Sarah - Target Date Revision Target date changed by Ryan, Sarah from 01 October 2024 to 30 August 2025 - New CEO at MRC and ERC					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/08/2023	Mayoral Minute - Victorian Government Gas Ban	030823	RESOLUTION 030823 Moved: Cr Frank Crawley That: 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. 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. CARRIED	Ryan, Sarah	G A or R
12 Sep 2023 8:58am Croft, Rod Letter will be written within the coming weeks and sent to relevant minister. 06 Jan 2025 12:21pm Leyonhjelm, Lindy - Reallocation Action reassigned to Ryan, Sarah by Leyonhjelm, Lindy - Hi Sarah, I do not know what the status of this action currently is. I have forwarded it on to you, however not sure if it should go to someone else. Please confirm.					

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Council 27/11/2018	Barham Water Supply Fluoridation	331118	<p>RESOLUTION 331118</p> <p>Moved: Cr Thomas Weyrich Seconded: Cr Alan Mathers</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Notes the request from the Local Health Medical Trust to consider fluoridation of water in Barham. 2. Undertakes community consultation regarding fluoridation of the water supply in Barham. 3. Following community consultation refer the results to NSW Health seeking approval for water supply at Barham to be fluoridated. <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;">CARRIED</p>	Smith, Phillip	G A or R
16 May 2019 12:11pm France, Malcolm					
Meeting to be had with Josh Tickle and James Allwood of NSW Health on the 23rd of May 2019 to plan a community consultation strategy					
20 Aug 2019 2:30pm France, Malcolm					
Recieved email from DPI Health on 16th August 2019 suggestions for consultation					
15 Oct 2019 11:40am France, Malcolm					
I have been waiting on information from the NSW Health Dept but have had no response. I have now contacted our communications officer to work out what is the best approach by MRC to impliment a communications plan with the community					
19 Nov 2019 12:23pm Keogh, Kerri					
No further comment received on the matter as at 19/11/19.					
10 Dec 2019 11:54am Keogh, Kerri					
No further comment received on this matter as at 10/12/19.					
14 Jan 2020 1:30pm Keogh, Kerri - Reallocation					
Action reassigned to Barber, Scott by: Keogh, Kerri for the reason: Direct report to Manager.					
17 Mar 2020 11:45am Keogh, Kerri					

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No further comment received on this matter as at 17/03/20.

01 Apr 2020 4:06pm Barber, Scott

Management has decided to hold off on Barham fluoridation until the Smart Meter Project is complete. Review in January 2021.

01 Apr 2020 4:10pm Barber, Scott - Target Date Revision

Revised Target Date changed by: Barber, Scott From: 11 Dec 2018 To: 11 Jan 2021

23 Oct 2020 11:27am Barber, Scott - Target Date Revision

Revised Target Date changed by: Barber, Scott From: 11 Jan 2021 To: 01 Oct 2021, Reason: Review post NSW Health requirements for COVID, including checkpoints, building access, sewage sampling and other.

23 Oct 2020 11:29am Barber, Scott - Target Date Revision

Revised Target Date changed by: Barber, Scott From: 1 Oct 2021 To: 01 Oct 2021, Reason: MRC priorities include completion of LGA Smart Meter Project, Integrated Water Cycle Management Strategy with Public Works Advisory, DPIE and NSW Health.

12 Oct 2021 1:51pm Leyonhjelm, Lindy - Reallocation

Action reassigned to Bond, Jack by Leyonhjelm, Lindy - Sent to director Infrastructure Jack Bond

22 Nov 2021 3:06pm Donald, Jan

Revised date December 2022. Due to Smart Meter Project being completed early 2022 and NSW Health able to provide assistance (post COVID).

14 Jul 2022 2:37pm Bond, Jack

Progressing with December 2022. Working on booster pump station for the town to complete both projects at the same time

30 Nov 2022 10:21am Donald, Jan

Booster pump station underway. Fluoridation design completed. Work recommencing in 2023.

04 Apr 2023 8:51am Donald, Jan

Works are underway to boost town water pressure in the first instance. Project is on track for completion late 2023 pending community consultation.

09 May 2023 3:56pm Donald, Jan

No further update at this time.

08 Jun 2023 9:04am Bond, Jack

No further update at this time

12 Jul 2023 1:09pm Bond, Jack

No further update at this time

07 Aug 2023 8:21pm Bond, Jack

Construction of Booster Pump commencing. Staff completing required training by DPI in coming months.

12 Sep 2023 1:22pm Bond, Jack

Staff have attended required training. Booster pump is in construction to be finalised before peak summer periods. Quotes for fluoride equipment being sort now.

17 Nov 2023 12:38pm Bond, Jack

No further update at this time.

10 Jan 2024 8:56am Bond, Jack

No further update at this time.

08 Mar 2024 8:09am Bond, Jack

Booster Pump is operational! Now to progress with Community Consultation of Fluoride

11 Jun 2024 2:27pm Bond, Jack

No further update

05 Nov 2024 4:54pm Bond, Jack

No further comment.

28 Jan 2025 12:04pm Donald, Jan - Reallocation

Action reassigned to Smith, Phillip by Donald, Jan - Jack Bond ceased employment with MRC.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
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Action Sheets Report		Division: Committee: Officer:	Date From: Date To: Printed: 12 March 2025 3:07 PM
Council 28/01/2025	Award of Tender for supply of spray sealing and associated services	360125	Thompson, Ricki G A or R RESOLUTION 360125 Moved: Cr Kylie Berryman Seconded: Cr Geoff Wise That Council: 1. Accepts the tender submitted by Rich River Asphalt Pty Ltd for the provision of road sealing works and asphalt surfacing at various locations across Murray River Council at a total cost of \$2,313,657.28 (inc. GST) for the 2024/25 program. 2. Authorises the Acting CEO to execute the contract and any associated documentation. Authorises the Acting CEO to approve a PO for the Contract value. 3. Delagate authority to the Acting CEO to approve variations to the contract provided such variations are within the allocated project budget CARRIED 10 Feb 2025 11:29am Thompson, Ricki Contract prepared for execution.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Notice of Motion - Meninya Street Moama decision on parking	330125	RESOLUTION 330125 Moved: Cr Geoff Wise Seconded: Cr Kylie Berryman That Council: 1. Retain the current angle parking at the three existing sites on Meninya Street to preserve their integrity. 2. Direct Council staff to obtain an updated streetscape plan that incorporates and retains all existing angle parking spaces. CARRIED	Wise, Geoff	G A or R

<div> <div>Division:</div> <div>Committee:</div> <div>Officer:</div> </div>		<div> <div>Date From:</div> <div>Date To:</div> </div>
Action Sheets Report		Printed: 12 March 2025 3:12 PM

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	2025 Australia Day Report	140225	RESOLUTION 140225 Moved: Cr Dennis Gleeson Seconded: Cr Bianca Hurn That Council: 1. Receive and note the 2025 Australia Day post event report. CARRIED	Barrett, Melinda	G A or R
28 Feb 2025 2:26pm Barrett, Melinda - Completion Completed by Barrett, Melinda (action officer) on 28 February 2025 at 2:26:53 PM - No further action required					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Review of Developer Contributions for PAN-501667 - 40 Porter Street, Moama	130225	RESOLUTION 130225 Moved: Cr Geoff Wise Seconded: Cr Bianca Hurn To waive the total Contribution fees being \$15,660.68 as calculated under Council's adopted Policy, resulting in no fees payable to Council on DA 10.2024.294.1. CARRIED	Beaumont, Peter	G A or R
05 Mar 2025 10:11am Leyonhjelm, Lindy - Reallocation Action reassigned to Beaumont, Peter by Leyonhjelm, Lindy - P Beaumont to complete action 11 Mar 2025 2:52pm Beaumont, Peter - Completion Completed by Beaumont, Peter (action officer) on 11 March 2025 at 2:52:54 PM - Action completed. Correspondence sent to applicant advising of Council decision.					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Review of Developer Contributions for DA 10.2024.154.1 - 72 Meninya Street Moama	230125	RECOMMENDATION That Council apply the total <i>Section 7.11 Development Contributions and Section 64 Water and Sewer Headworks Charges for Development Application (DA) 10.2024.154.1 (modification to be known as DA 10.2024.154.2)</i> of \$40,909.14.	Beaumont, Peter	G A or R

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Note: This report and decision by Council is for the review of developer contributions only. The modifications to the DA for the plans have been determined by Council staff as acceptable under Delegated Authority.

MOTION WAS LOST

12 Feb 2025 10:02am Beaumont, Peter - Completion

Completed by Beaumont, Peter (action officer) on 12 February 2025 at 10:02:08 AM - No action required as motion lost

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Supplementary Information: Review of Developer Contributions for PAN-501667 - 40 Porter Street, Moama	280225	<p>RESOLUTION 280225</p> <p>Moved: Cr Gen Campbell Seconded: Cr Gary Pappin That the Officer's report on Supplementary Information: Review of Developer Contributions for PAN-501667 - 40 Porter Street, Moama be received and the information noted by the Council.</p> <p>CARRIED</p>	Beaumont, Peter	G A or R
<p>05 Mar 2025 10:10am Leyonhjelm, Lindy - Reallocation Action reassigned to Beaumont, Peter by Leyonhjelm, Lindy - P Beaumont to complete action</p> <p>11 Mar 2025 2:53pm Beaumont, Peter - Completion Completed by Beaumont, Peter (action officer) on 11 March 2025 at 2:53:04 PM - No action required</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Review of Developer Contributions for DA 10.2024.154.1 - 72 Meninya Street Moama	230125	<p>RESOLUTION 230125</p> <p>Moved: Cr Gen Campbell Seconded: Cr Geoff Wise Move Item # 4 stated in the body of the report to waive the total Contribution fees being \$40,909.14 as calculated under Council adopted Policy resulting in no fees payable to Council.</p>	Beaumont, Peter	G A or R

<div> <div>Division:</div> <div>Committee:</div> <div>Officer:</div> </div>	<div> <div>Date From:</div> <div>Date To:</div> </div>
Action Sheets Report	Printed: 12 March 2025 3:12 PM

That Councils adopted policy be reviewed as a matter of urgency and in particular the contribution fees relating to extensions of existing buildings.

CARRIED

In Favour: Crs John Harvie, Neil Gorey, Joy Allan, Kylie Berryman, Gen Campbell, Dennis Gleeson, Bianca Hurn, Gary Pappin and Geoff Wise

Against: Nil

CARRIED 9/0

12 Feb 2025 10:00am Beaumont, Peter

Applicant has been advised of Council's resolution to waive the fees. , The review of Council's policy is currently underway.

11 Mar 2025 2:51pm Beaumont, Peter - Completion

Completed by Beaumont, Peter (action officer) on 11 March 2025 at 2:51:57 PM - No action required

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/11/2024	Dissolve Section 355 Committee - Barham Recreation Reserve Management Committee.	371124	<p>RESOLUTION 371124</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Gary Pappin</p> <p>That Council</p> <ol style="list-style-type: none"> Dissolve the Barham Recreation Reserve Committee of Management pursuant to Section 355 of the Local Government Act 1993. Hold any balance of funds in a reserve to be used at the Barham Recreation Reserve. <p>CARRIED</p>	Buckley, Karen	G A or R
<p>04 Dec 2024 11:16am Buckley, Karen - Target Date Revision</p> <p>Target date changed by Buckley, Karen from 10 December 2024 to 17 January 2025 - Letter of advice sent to committee, awaiting confirmation of bank account closure.</p> <p>04 Mar 2025 10:45am Buckley, Karen - Completion</p> <p>Completed by Buckley, Karen (action officer) on 04 March 2025 at 10:45:14 AM - Committee dissolved and bank account closed. no further action required.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Section 355 Committee Meeting Minutes as at January 2025	170225	<p>RESOLUTION 170225</p> <p>Moved: Cr Geoff Wise</p>	Buckley, Karen	G A or R

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Seconded: Cr Dennis Gleeson
That Council receive and note the January Section 355
Committee Report

CARRIED

04 Mar 2025 10:46am Buckley, Karen - Completion

Completed by Buckley, Karen (action officer) on 04 March 2025 at 10:46:07 AM - no further action required.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	AGM MINUTES - MOULAMEIN SOUTH RECREATION RESERVE S355 COMMITTEE	150225	<p>RESOLUTION 150225</p> <p>Moved: Cr Dennis Gleeson Seconded: Cr Gen Campbell That Council</p> <ol style="list-style-type: none"> Revoke existing members of the Moulamein South Recreation Reserve Committee of Management and (a) Pursuant to Section 355 of the Local Government Act 1993 appoint new committee members nominated at the November 2024 AGM <p>CARRIED</p>	Buckley, Karen	G A or R
<p>04 Mar 2025 10:45am Buckley, Karen - Completion</p> <p>Completed by Buckley, Karen (action officer) on 04 March 2025 at 10:45:49 AM - Committee notified, no further action required.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	FY 2024/25 AUDIT ENAGEMENT PLAN	120225	<p>RESOLUTION 120225</p> <p>Moved: Cr Kylie Berryman Seconded: Cr Dennis Gleeson That Murray River Council (Council) receive and note the attached Audit Engagement Plan (including the cost estimate) for the FY 2024/25 Audit.</p> <p>CARRIED</p>	Chalmers, Nikki	G A or R
<p>03 Mar 2025 10:48am Chalmers, Nikki - Completion</p> <p>Completed by Chalmers, Nikki (action officer) on 03 March 2025 at 10:48:11 AM - Will proceed with Audit plan</p>					

Action Sheets Report		Division: Committee: Officer:	Date From: Date To: Printed: 12 March 2025 3:12 PM
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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	FINANCIAL REPORT - UNAUDITED FY 24/25 PERIOD ENDING 31 JANUARY 2025	090225	RESOLUTION 090225 Moved: Cr Gen Campbell Seconded: Cr Neil Gorey That Murray River Council (Council) Resolve to receive the Unaudited Financial Statements for the period to 31 January 2025 (FY2024/25), noting that reporting of monthly financial statements is not a regulatory requirement but nonetheless is being provided in furtherance of financial transparency and in keeping with financial reporting best practice. CARRIED	Chalmers, Nikki	G A or R
03 Mar 2025 10:41am Chalmers, Nikki - Completion Completed by Chalmers, Nikki (action officer) on 03 March 2025 at 10:41:20 AM - Information only					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	FINANCIAL REPORT - UNAUDITED FY 24/25 PERIOD ENDING 31 DECEMBER 2024	200125	RESOLUTION 200125 Moved: Cr Gen Campbell Seconded: Cr Kylie Berryman That Murray River Council (Council) Resolve to receive the Unaudited Financial Statements for the period to 31 December 2024 (FY2024/25) and noting that reporting of monthly financial statements is not a regulatory requirement but nonetheless is being provided in furtherance of finance transparency and in keeping with financial reporting best practice. CARRIED	Chalmers, Nikki	G A or R
03 Feb 2025 10:42am Chalmers, Nikki - Completion Completed by Chalmers, Nikki (action officer) on 03 February 2025 at 10:42:47 AM - Information only					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	BANK ACCOUNT SIGNATORIES	100225	RESOLUTION 100225 Moved: Cr Dennis Gleeson	Chalmers, Nikki	G A or R

Action Sheets Report	Division: Committee: Officer:	Date From: Date To: Printed: 12 March 2025 3:12 PM
	<p>Seconded: Cr Geoff Wise</p> <p>That Murray River Council (Council) resolve to authorise:</p> <p>(a) Stephen Fernando in his capacity as Director Corporate Services and Sarah Ryan in her capacity as Acting Chief Executive Officer to act as dual Office Bearers for Council, enabling them to authorise and sign relevant forms relating to changes at Council's financial institutions in the interim until the permanent appointment of a Chief Executive Officer and Directors,</p> <p>and</p> <p>(b) upon permanent appointment of a Chief Executive Officer and Directors, any two (2) such persons to act as Officer Bearers for Council to authorise and sign relevant forms relating to changes of authorised signatories at financial institutions with whom Council undertake business transactions.</p> <p style="text-align: right;">CARRIED</p>	
03 Mar 2025 10:42am Chalmers, Nikki - Completion Completed by Chalmers, Nikki (action officer) on 03 March 2025 at 10:42:21 AM - Will action bank per authorisations in resolution		

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Access and Inclusion Advisory Committee	280125	RESOLUTION 280125 Moved: Cr Geoff Wise Seconded: Cr Gen Campbell That Council: 1) nominate a Councillor to represent Council on the Access and Inclusion Advisory Committee (AIAC), and 2) the nominated Councillor attends the bi-monthly meetings, including the first committee meeting, scheduled for Monday, 10 February 2025, at 2:00pm in the Moama Council Chambers.	Christie, Tiana	G A or R

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- 3) note that the nominated Councillor's appointment will be reconsidered as part of the annual review and delegation of Councillors to committees, held each September.

CARRIED

10 Feb 2025 10:51am Christie, Tiana - Completion

Completed by Christie, Tiana (action officer) on 10 February 2025 at 10:51:39 AM - Agenda papers have been deceminated with an item included to discuss times and dates of future meetings.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 10/12/2024	Community Strategic Plan (CSP) 2025-2035	091224	<p>RESOLUTION 091224</p> <p>Moved: Cr Gary Pappin</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Officer's report on Community Strategic Plan (CSP) 2025-2035 be received and Councillors endorse the plan to go to public consultation.</p> <p>CARRIED</p>	Croft, Zoe	G A or R
<p>13 Feb 2025 12:24pm Croft, Zoe</p> <p>The CSP was placed on display for public consultation. A further report is due at the Feb 2025 meeting</p> <p>13 Feb 2025 12:25pm Croft, Zoe - Completion</p> <p>Completed by Croft, Zoe (action officer) on 13 February 2025 at 12:25:42 PM - The CSP was placed on display for public consultation and a further report is due at the Feb 2025 Council meeting</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 10/12/2024	Community Engagement Strategy Review 2024	061224	<p>RESOLUTION 061224</p> <p>Moved: Cr Dennis Gleeson</p> <p>Seconded: Cr Neil Gorey</p> <p>That the Officer's report on Community Engagement Strategy Review 2024 as at 26-11-2024 be received by the Council and the strategy placed on public display for public comment for 28 days.</p> <p>CARRIED</p>	Croft, Zoe	G A or R
<p>13 Feb 2025 12:22pm Croft, Zoe</p> <p>Community Engagement Strategy has been placed on display for the required timeframe and no comments were received.</p> <p>13 Feb 2025 12:27pm Croft, Zoe - Completion</p>					

<div> <div>Division:</div> <div>Committee:</div> <div>Officer:</div> </div>	<div> <div>Date From:</div> <div>Date To:</div> </div>
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Completed by Croft, Zoe (action officer) on 13 February 2025 at 12:27:13 PM - The Community Engagement Strategy was placed on public display for the required timeframe and a further report to Council will be presented at the March 2025 meeting.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/11/2024	Community Strategic Plan (CSP) 2025-2035	181124	<p>RESOLUTION 181124</p> <p>Moved: Cr Kylie Berryman</p> <p>Seconded: Cr Gen Campbell</p> <p>That Council hold over this report until after there has been a presentation to Council prior to Council approval to endorse the plan to go to public consultation.</p> <p>CARRIED</p>	Croft, Zoe	G A or R
<p>13 Feb 2025 12:12pm Croft, Zoe Presentation was made to Council on 10 Dec 2025</p> <p>13 Feb 2025 12:13pm Croft, Zoe - Completion Completed by Croft, Zoe (action officer) on 13 February 2025 at 12:13:25 PM - Presentation was made to Council on 10 Dec 2024.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Monthly Operational Report	080125	<p>RESOLUTION 080125</p> <p>Moved: Cr Gen Campbell</p> <p>Seconded: Cr Kylie Berryman</p> <p>That the Monthly Operational Report as of December 2024 (covering the months of November & December) be received and the information noted by the Council.</p> <p>CARRIED</p>	Dean, Courtney	G A or R
<p>03 Feb 2025 2:36pm Dean, Courtney - Completion Completed by Dean, Courtney (action officer) on 03 February 2025 at 2:36:57 PM - no further action required</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/11/2024	Quarterly Budget Review - Period Ended 30 September 2024	251124	<p>RESOLUTION 251124</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Dennis Gleeson</p> <p>That Council resolve to:</p>	Ensink, Hannah	G A or R

Action Sheets Report	Division: Committee: Officer:	Date From: Date To: Printed: 12 March 2025 3:12 PM
<p>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 2024/2025 financial year, which includes changes to the 2024/2025 Capital Listing as updated per Attachment 3 and the following Reserve movements:</p> <ul style="list-style-type: none"> a. to fund Capital activities: <ul style="list-style-type: none"> i. \$894,242 from General reserve ii. \$1,133,615 from Water reserve iii. \$957,019 from Sewer reserve iv. \$544,198 from Waste reserve; and b. from Operational activities: <ul style="list-style-type: none"> i. \$108,070 from the General reserve ii. \$278,511 to the Water reserve iii. \$715,792 to the Sewer reserve iv. \$276,255 to the Waste reserve. <p style="text-align: right;">CARRIED</p> <p>10 Feb 2025 10:36am Ensink, Hannah Budget adoption reflected in Council technology systems reflecting approved reserve movements and capital program. QBR1 sent to OLG. Nothing further to action.</p> <p>10 Feb 2025 10:42am Ensink, Hannah - Completion Completed by Ensink, Hannah (action officer) on 10 February 2025 at 10:42:24 AM - Budget adoption reflected in Council technology systems reflecting approved reserve movements and capital program. QBR1 sent to OLG. Nothing further to action.</p>		

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Quarterly Budget Review - Period Ended 31 December 2024	110225	RESOLUTION 110225 Moved: Cr Geoff Wise Seconded: 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 2024/2025 financial year, which includes changes to the 2024/2025 Capital Listing as updated per Attachment 3 and the following Reserve movements:	Ensink, Hannah	G A or R

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- a. to fund Capital activities:
 - i. \$634,375 to General reserve
 - ii. \$1,851,223 to Water reserve
 - iii. \$123,523 to Sewer reserve
 - iv. \$319,676 to Waste reserve; and
- b. from Operational activities:
 - i. \$1,496,043 to the General reserve
 - ii. \$52,623 to the Water reserve
 - iii. \$402,386 to the Sewer reserve
 - iv. \$66,423 to the Waste reserve.

CARRIED**12 Mar 2025 11:52am Ensink, Hannah**

The 2nd Quarter budget has been marked as council approved, the report and attachments sent to OLG and the budget rolled over to QBR3 with packs issued.

12 Mar 2025 11:53am Ensink, Hannah - Completion

Completed by Ensink, Hannah (action officer) on 12 March 2025 at 11:53:04 AM - The 2nd Quarter budget has been marked as council approved, the report and attachments sent to OLG and the budget rolled over to QBR3 with packs issued.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/05/2024	Planning Proposal to reclassify 22 Lots of Murray River Council land from Community to Operational for drainage reserves.	130524	RESOLUTION 130524 Moved: Cr Dennis Gleeson Seconded: Cr Neil Gorey That: 1. Council endorse the Planning Proposal prepared by Habitat Planning Pty Ltd to amend the Murray Local Environment Plan 2011 and Wakool Local Environment Plan 2013 to reclassify 22 lots from Community to Operational land, to correct historical classification errors, including: <ul style="list-style-type: none"> - Moama Barnes Road-Graham Street Buffer Lot 126 DP 1264832 - Moama Business Park Drainage Basin Lot 11 DP 1103416 - Moama Lakeview Park Lot 16 DP 1084308 - Moama Lea Court Buffer Lot 23 DP 256000 - Moama Beer Road Business Park Buffer Lot 56 DP 1175457 	Godfrey, Chris	G A or R

<p>Action Sheets Report</p>	<p>Division: Committee: Officer:</p>	<p>Date From: Date To: Printed: 12 March 2025 3:12 PM</p>
	<ul style="list-style-type: none"> - Moama Perricoota Run Drainage Reserve Lot 91 DP 1220526 - Moama Dungala Estate Lot 33 DP 1259774 - Moama Dungala Estate Lot 34 DP 1259774 - Moama Barbers Paddock Lot 34 DP 1209212 - Moama Barbers Paddock Lot 104 DP 1256111 - Moama Business Park Drainage Basin (South) Lot 17 DP 1175457 - Moama Pump Station No. 27 – Ghost Gum Place Lot 95 DP 1201662 - Moama Pump Station No. 30 – Winbi 2 Lot 131 DP 1226905 - Moama Perricoota Road, Winbi & Merool Drainage Basin Lot 2 DP 1255836 - Moama Marsanne Drive Reserve Lot 171 DP 1245186 - Moama Dungala Drainage Reserve Lot 115 DP 1268382 - Moama Hermitage Drive Reserve Lot 226 DP 1261570 - Moama Perricoota Road Buffer Lot 61 DP 1082147 - Moama Barber Court Buffer Lot 9 DP 841556 - Moama Marsanne Drive Reserve Lot 121 DP 1238057 - Moama Lakeview Drainage Basin Lot 194 DP 1251358 - Barham Vinecombe Lane Reserve Lot 23 DP 1240379 <ol style="list-style-type: none"> 2. The Planning Proposal be sent to NSW Department of Planning, Housing and Infrastructure (DPHI) for Gateway determination in accordance with Section 3.34 of the Environmental Planning and Assessment Act 1979 3. Council staff complete all actions, as outlined in the Gateway Determination. 	

Division: Committee: Officer:	Date From: Date To: Printed: 12 March 2025 3:12 PM
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4. Council notes that the Planning Proposals to reclassify community to operational land is interlinked and should read in conjunction with:
- the Murray River Council Buildings Strategy
 - the Murray River Council Parks and Open Space Strategy
- Both of these documents form part of this month's Ordinary Council agenda.

In Favour: Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas and Thomas Weyrich

Against: Nil

**CARRIED 7/0
CARRIED**

03 Jun 2024 12:59pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 11 June 2024 to 30 August 2024 - Estimated completion date only. Planning Proposal to be lodged with DPH for Gateway Determination in June. Timeframe for completion of necessary steps will be determined by DPH as part of issuing Gateway.

08 Jul 2024 3:58pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 30 August 2024 to 30 September 2024 - Planning Proposal created and submitted, via Portal, to DPHI requesting Gateway Determination. Timelines will be dictated by DPHI. Estimate end of September to receive Gateway Determination.

05 Nov 2024 4:10pm Godfrey, Chris - Target Date Revision

Target date changed by Godfrey, Chris from 30 September 2024 to 01 April 2025 - Gateway Determination received with deadline for completion advised as 1 April 2025. Public Hearings scheduled for mid-November 2024.

10 Feb 2025 11:37am Godfrey, Chris

Please see resolution 070125. This is now completed

10 Feb 2025 12:02pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy on behalf of Godfrey, Chris (action officer) on 10 February 2025 at 12:02:26 PM - completed

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	DRAFT Plaques & Memorials Policy - Review	170125	RESOLUTION 170125 Moved: Cr Bianca Hurn Seconded: Cr Gary Pappin 1. The DRAFT Plaques & Memorials Policy V#2 be adopted and the Policy Register updated; and 2. The previous version of this Policy be rescinded. CARRIED	Gordon, Sandra	G A or R

<div> <div>Division:</div> <div>Committee:</div> <div>Officer:</div> </div>	<div> <div>Date From:</div> <div>Date To:</div> </div>
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13 Feb 2025 9:29am Gordon, Sandra - Completion

Completed by Gordon, Sandra (action officer) on 13 February 2025 at 9:29:51 AM - Published to website/Policy Register updated

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Disclosures of Interest for the newly elected Councillors	180125	RESOLUTION 180125 Moved: Cr Gary Pappin Seconded: Cr Gen Campbell That Council notes the Disclosure of Interest Returns by the newly elected Councillors have been tabled. CARRIED	Gordon, Sandra	G A or R
13 Feb 2025 9:30am Gordon, Sandra - Completion Completed by Gordon, Sandra (action officer) on 13 February 2025 at 9:30:53 AM - Disclosure of Interest Register updated					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Citizenship Ceremony Dress Code Policy - Rescind	190125	RESOLUTION 190125 Moved: Cr Gen Campbell Seconded: Cr Neil Gorey That the Citizenship Ceremony Dress Code Policy be rescinded. CARRIED	Gordon, Sandra	G A or R
13 Feb 2025 9:30am Gordon, Sandra - Completion Completed by Gordon, Sandra (action officer) on 13 February 2025 at 9:30:01 AM - Published to website/Policy Register updated					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	DRAFT Withdrawal of Development & Other Applications (Refund of Fees) Policy - Review	160125	RESOLUTION 160125 Moved: Cr Geoff Wise Seconded: Cr Bianca Hurn That <ol style="list-style-type: none"> The DRAFT Withdrawal of Development & Other Applications (Refund of Fees) Policy V#2 be adopted and the Policy Register updated; and The previous version of this Policy be rescinded. 	Gordon, Sandra	G A or R

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CARRIED

13 Feb 2025 9:29am Gordon, Sandra - Completion

Completed by Gordon, Sandra (action officer) on 13 February 2025 at 9:29:44 AM - Published to website/Policy Register updated

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	DRAFT Graffiti Policy - Review	150125	<p>RESOLUTION 150125 Moved: Cr Bianca Hurn Seconded: Cr Geoff Wise That</p> <ol style="list-style-type: none"> 1. The DRAFT Graffiti Policy V#2 be adopted and the Policy Register updated; and 2. The previous version of this Policy be rescinded. <p>CARRIED</p>	Gordon, Sandra	G A or R
<p>13 Feb 2025 9:29am Gordon, Sandra - Completion Completed by Gordon, Sandra (action officer) on 13 February 2025 at 9:29:38 AM - Published to website/Policy Register updated</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Moama Preschool - Request for reduction in rent	250125	<p>RESOLUTION 250125 Moved: Cr Kylie Berryman Seconded: Cr Bianca Hurn That Council:</p> <ol style="list-style-type: none"> 1. agrees to proceed with the necessary steps to provide financial assistance to Moama and District Preschool ('the Preschool'), including public display and consultation. 2. in accordance with Section 356 of the Local Government Act 1993, Council will provide 28 days' public notice of a proposal to pass a resolution to grant financial assistance to the Preschool. 3. subject to the completion of the public notice period and consideration of any submissions received, Council resolves to reimburse the Preschool for its operational maintenance costs for the year 2024, up 	Hayward, Beck	G A or R

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- to a maximum of **\$14,925.05** including GST. This decision is made in good faith and does not alter or cancel any other terms of the lease or contribution agreement between the parties.
4. delegate authority to the Acting CEO to enter into a deed of variation to the existing lease to remove the \$5,000 crown land rental component incurred by the Moama Preschool.

CARRIED**12 Feb 2025 9:48am Hayward, Beck - Completion**

Completed by Hayward, Beck (action officer) on 12 February 2025 at 9:48:46 AM - 1. The Preschool have been notified of Council's resolution. 2. The proposal to provide financial assistance has been placed on public display. 3. The process to vary the lease is underway.

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Employment Lands Strategy - Final Adoption	240125	RESOLUTION 240125 Moved: Cr Kylie Berryman Seconded: Cr Neil Gorey That Council adopt the Murray River Council Employment Lands Strategy.	Hayward, Beck	G A or R
CARRIED					
12 Feb 2025 9:34am Hayward, Beck - Completion Completed by Hayward, Beck (action officer) on 12 February 2025 at 9:34:10 AM - The ELS will be uploaded onto Council's website and a copy of the adopted report shared with stakeholders.					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Southern Riverina Regional Drought Resilience Plan - Project Update	260125	RESOLUTION 260125 Moved: Cr Geoff Wise Seconded: Cr Dennis Gleeson That Council note the progress of the Southern Riverina Regional Drought Resilience Plan project.	Hayward, Beck	G A or R
CARRIED					
12 Feb 2025 9:49am Hayward, Beck - Completion Completed by Hayward, Beck (action officer) on 12 February 2025 at 9:49:36 AM - Staff continue to work with the steering committee to progress the next phase of the project.					

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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	One Basin CRC Membership	270125	RESOLUTION 270125 Moved: Cr Geoff Wise Seconded: Cr Gary Pappin That Council resolve to: <ol style="list-style-type: none"> 1. Provide 12 months' notice to withdraw from the One Basin Cooperative Research Centre (CRC) project, in accordance with the terms of the ten-year agreement. 2. Redirect the \$10,000 annual membership fee currently allocated to the One Basin CRC to the Western Murray Land Improvement Group (WMLIG) to support their continued involvement and activities within the One Basin CRC. 3. Adjust the Economic Development budget to reflect the reallocation of the \$10,000 annual membership fee to WMLIG. 4. Monitor and evaluate WMLIG's projects regularly to ensure they align with Council's objectives and deliver the expected benefits to the community. 5. Leverage WMLIG's active involvement in the One Basin CRC to maintain a level of regional influence in the research activities. <p style="text-align: right;">CARRIED</p>	Hayward, Beck	G A or R
12 Feb 2025 9:24am Hayward, Beck - Completion Completed by Hayward, Beck (action officer) on 12 February 2025 at 9:24:11 AM - One Basin CRC and Western Murray Land Improvement Group have been notified of this decision.					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Award of Contract MRC 2438 - Council Structural (Bridge) Assessments		RECOMMENDATION That the Officer's report on Award of Contract MRC 2438 - Council Structural (Bridge) Assessments as at 28 January 2025 be received and the information noted by the Council.	Hore, John	G A or R

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<p align="center">Report has been withdrawn</p> <p>10 Feb 2025 12:23pm Hore, John - Completion Completed by Hore, John (action officer) on 10 February 2025 at 12:23:50 PM - Withdrawn, tender value less than \$250k</p>
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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Correspondence Report	290125	<p>RESOLUTION 290125 Moved: Cr Gen Campbell Seconded: Cr Dennis Gleeson That the Correspondence Report be received and the information noted by the Council.</p> <p align="right">CARRIED</p>	Leyonhjelm, Lindy	G A or R
<p>10 Feb 2025 9:22am Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 10 February 2025 at 9:22:03 AM - completed</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Sundry Delegates Report	300125	<p>RESOLUTION 300125 Moved: Cr Bianca Hurn Seconded: Cr Kylie Berryman That the Sundry Delegates Report of the Mayor and Councillors for the period 1 December 2024 through to 31 December 2024 be received and the information noted by the Council; and reasonable out of pocket expenses be met by Council.</p> <p align="right">CARRIED</p>	Leyonhjelm, Lindy	G A or R
<p>10 Feb 2025 9:19am Leyonhjelm, Lindy Cr Wise did not have his name on the list of events and meetings Councillors attended. He will be included, however there will be no attendances listed. Cr Gorey did not attend the Moama Preschool meetings, that has now been removed for his list of attended events & meetings.</p> <p>10 Feb 2025 9:21am Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 10 February 2025 at 9:21:52 AM - Completed</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Correspondence Report	190225	RESOLUTION 190225	Leyonhjelm, Lindy	G A or R

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Moved: Cr Geoff Wise
 Seconded: Cr Gen Campbell
 That the Correspondence Report be received and the
 information noted by the Council.

CARRIED

12 Mar 2025 2:38pm Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy (action officer) on 12 March 2025 at 2:38:27 PM - Resolved at Council

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Sundry Delegates Report	200225	<p>RESOLUTION 200225 Moved: Cr Gen Campbell Seconded: Cr Gary Pappin That the Sundry Delegates Report of the Mayor and Councillors for the period 1 January 2025 through to 31 January 2025 be received and the information noted by the Council; and reasonable out of pocket expenses be met by Council.</p> <p>CARRIED</p>	Leyonhjelm, Lindy	G A or R
<p>12 Mar 2025 2:38pm Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 12 March 2025 at 2:38:59 PM - Resolved at Council</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Resolutions of the Council - Resolution Tracker & InfoCouncil Action Reports	050225	<p>RESOLUTION 050225 Moved: Cr Kylie Berryman Seconded: Cr Neil Gorey 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>CARRIED</p>	Leyonhjelm, Lindy	G A or R
<p>12 Mar 2025 2:38pm Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 12 March 2025 at 2:38:39 PM - Resolved at Council</p>					

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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Confirmation of Minutes - Ordinary Meeting held on 28 January 2025	010225 020225	RESOLUTION 010225 Moved: Cr Kylie Berryman Seconded: Cr Neil Gorey That the minutes of the Ordinary Meeting of Murray River Council held on 28 January 2025 be confirmed as a true and correct record. CARRIED	Leyonhjelm, Lindy	G A or R
12 Mar 2025 2:38pm Leyonhjelm, Lindy Minutes adjusted as discussed 12 Mar 2025 2:38pm Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 12 March 2025 at 2:38:16 PM - completed					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 25/02/2025	Confirmation of Minutes - Ordinary Meeting held on 28 January 2025	010225 020225	RESOLUTION 020225 Moved: Cr Gen Campbell Seconded: Cr Bianca Hurn In the minutes for the 28 January 2025 Council meeting, item 9.5.2 Moama Preschool – Request for Reduction in Rent, resolution number 250125 to have the words ‘up to a maximum’ removed in the resolution. CARRIED	Leyonhjelm, Lindy	G A or R
12 Mar 2025 2:38pm Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 12 March 2025 at 2:38:48 PM - Resolved at council					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Confirmation of Minutes - Ordinary Meeting held on 10 December 2024	020125	RESOLUTION 020125 Moved: Cr Geoff Wise Seconded: Cr Gen Campbell That the minutes of the Ordinary Meeting of Murray River Council held on 10 December 2024 be confirmed as a true and correct record.	Leyonhjelm, Lindy	G A or R

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CARRIED**10 Feb 2025 9:22am Leyonhjelm, Lindy - Completion**

Completed by Leyonhjelm, Lindy (action officer) on 10 February 2025 at 9:22:26 AM - Confirmed at Council meeting 28 Jan and resolved as true and correct

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Submissions to ALGA National General Assembly 24 - 27 June 2025	090125	RESOLUTION 090125 Moved: Cr Gary Pappin Seconded: Cr Gen Campbell That Council consider motions for submission to the National General Assembly (NGA) of the Australian Local Government Association (ALGA) conference being held in Canberra from 24 – 27 June 2025.	Leyonhjelm, Lindy	G A or R
CARRIED					
10 Feb 2025 9:22am Leyonhjelm, Lindy Submissions from Councillors to be brought to 25 Feb Council meeting for resolution to be included as motions for the ALGA NGA papers 10 Feb 2025 9:24am Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 10 February 2025 at 9:24:30 AM - Submissions from Councillors to be brought to Council as separate reports					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Resolutions of the Council - Resolution Tracker & InfoCouncil Action Reports	140125	RESOLUTION 140125 Moved: Cr Neil Gorey Seconded: Cr Kylie Berryman 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.	Leyonhjelm, Lindy	G A or R
CARRIED					
10 Feb 2025 9:30am Leyonhjelm, Lindy - Completion Completed by Leyonhjelm, Lindy (action officer) on 10 February 2025 at 9:30:03 AM - Resolved at Council					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
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Action Sheets Report		Division: Committee: Officer:	Date From: Date To: Printed: 12 March 2025 3:12 PM
Council 18/06/2024	MURRAY LOCAL ENVIRONMENTAL PLAN 2011 - PLANNING PROPOSAL TO CHANGE ZONING FROM RU1 PRIMARY PRODUCTION TO R2 LOW DENSITY RESIDENTIAL AND E1 LOCAL CENTRE FOR LOTS 1-2 IN DP1283567, LOT 1 IN DP1231552 AND LOT 1-3 IN DP854487 LOCATED AT 420-508 PERRICOOTA ROAD, MOAMA NSW 2731.	020624	McFarlane, Jessica G A or R RESOLUTION 020624 Moved: Cr Geoff Wise Seconded: Cr Thomas Weyrich That: <ol style="list-style-type: none"> 1. Council re-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 1 in DP1283567 and Lots 1–3 in DP854487 from RU1 Primary Production Zone to R2 Low Density Residential Zone. Lot 1 in DP1283567 from RU1 Primary Production Zone to E1 Local Centre Zone. Subsequently, reductions in minimum lot sizes proposed for Lots 1 in DP1283567 and Lots 1–3 in DP854487, from a minimum lot size of 100 hectares to a minimum lot size of 2,000m². Further, the minimum lot size for the E1 Local Centre Zone is proposed to be abolished. 2. The Planning Proposal be sent to NSW Department of Planning, Housing and Infrastructure (DPHI) for final endorsement. 3. Council 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. No objections were received as part of the re-exhibition period ending 14th June 2024. <u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Ann Crowe, Thomas Weyrich and Geoff Wise <u>Against:</u> Nil <p style="text-align: right;">CARRIED 5/0</p>

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CARRIED

19 Aug 2024 10:12am McFarlane, Jessica

Habitat Planning making some amendments to the PP prior to public exhibition

13 Feb 2025 4:24pm McFarlane, Jessica - Completion

Completed by McFarlane, Jessica (action officer) on 13 February 2025 at 4:24:35 PM - This stage of the process complete

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 26/03/2024	MURRAY LOCAL ENVIRONMENTAL PLAN 2011 - PLANNING PROPOSAL TO CHANGE ZONING FROM RU1 PRIMARY PRODUCTION TO R2 LOW DENSITY RESIDENTIAL AND E1 LOCAL CENTRE FOR LOTS 1-2 IN DP1283567, LOT 1 IN DP1231552 AND LOT 1-3 IN DP854487 LOCATED AT 420-508 PERRICOOTA ROAD, MOAMA NSW 2731.	180324	<p>RESOLUTION 180324</p> <p>Moved: Cr Neil Gorey</p> <p>Seconded: Cr Geoff Wise</p> <p>That:</p> <ol style="list-style-type: none"> Council re-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 1 in DP1283567 and Lots 1–3 in DP854487 from RU1 Primary Production Zone to R2 Low Density Residential Zone. Lot 1 in DP1283567 from RU1 Primary Production Zone to E1 Local Centre Zone. Subsequently, reductions in minimum lot sizes proposed for Lots 1 in DP1283567 and Lots 1–3 in DP854487, from a minimum lot size of 100 hectares to a minimum lot size of 2,000m2. Further, the minimum lot size for the E1 Local Centre Zone is proposed to be abolished. The Planning Proposal be sent to NSW Department of Planning and Environment (DPE) for final endorsement. Council 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). Council notes that this recommendation assumes that no valid objections are received prior to the public exhibition closing date of 3 April 2024. If 	McFarlane, Jessica	G A or R

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<p>valid objections are received via the public exhibition process, the outcomes of this recommendation are null, and void and a further report will come back to council for consideration.</p> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 7/0 CARRIED</p> <p>19 Aug 2024 10:10am McFarlane, Jessica Mapping is now being completed for this process to finalise and amend the LEP</p> <p>13 Feb 2025 4:27pm McFarlane, Jessica - Completion Completed by McFarlane, Jessica (action officer) on 13 February 2025 at 4:27:10 PM - This process completed</p>		

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 15/11/2023	Mandate for Planning matters	041123	<p>RESOLUTION 041123</p> <p>Moved: Cr Thomas Weyrich Seconded: Cr Nikki Cohen That Council approve the CEO and his delegate to investigate the following planning matters.</p> <ol style="list-style-type: none"> Investigate and prepare a New Developer Contribution Plan for Murray River Council established under 7.12 of the <i>Environmental Planning and Assessment Act 1979</i> for Council adoption. and. Investigate and provide Council with options to activate and address land banking issues that are occurring within Murray River Council area. <p style="text-align: right;">CARRIED</p> <p><u>In Favour:</u> Crs Frank Crawley, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas, Thomas Weyrich and Geoff Wise</p> <p><u>Against:</u> Nil</p>	McFarlane, Jessica	G A or R

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CARRIED 7/0

20 Aug 2024 1:29pm Croft, Rod - Target Date Revision

Target date changed by Croft, Rod from 29 November 2023 to 20 December 2024 - New DCP has been drafted, however awaiting new CSP.

06 Jan 2025 12:20pm Leyonhjelm, Lindy - Reallocation

Action reassigned to McFarlane, Jessica by Leyonhjelm, Lindy - Hi Jess, I thought it best to send this through to you as it is a planning matter. Please see if you can action and close this or update as needed.

13 Feb 2025 4:22pm McFarlane, Jessica - Completion

Completed by McFarlane, Jessica (action officer) on 13 February 2025 at 4:22:40 PM - On-going matters are identified for action

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 12/12/2023	Amendment to fees and charges	111223	RESOLUTION 111223 Moved: Cr Neil Gorey Seconded: Cr Ann Crowe 1. That Council agree to an amendment to the Council 2022/23 fees and charges in relation to Caravan Parks, Camping Grounds & Manufactured Home Estates – Initial Application Fee for Approval to Operate (ATO)". 2. That Council, as per Section 610F of the <i>Local Government Act 1993</i> , place the amended fee on public exhibition for a period of 28 days. CARRIED	McFarlane, Jessica	G A or R
13 Feb 2025 4:22pm McFarlane, Jessica - Completion Completed by McFarlane, Jessica (action officer) on 13 February 2025 at 4:22:51 PM - Charges carried and amended					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 12/12/2023	MURRAY LOCAL ENVIRONMENTAL PLAN 2011 - PLANNING PROPOSAL TO CHANGE ZONING FROM RU1 PRIMARY PRODUCTION TO R2 LOW DENSITY RESIDENTIAL AND E1 LOCAL CENTRE FOR LOTS 1-2 IN DP1283567, LOT 1 IN DP1231552 AND LOT 1-3 IN DP854487 LOCATED AT 420-508 PERRICOOTA ROAD, MOAMA NSW 2731.	131223	RESOLUTION 131223 Moved: Cr Geoff Wise Seconded: Cr Dennis Gleeson That: 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	McFarlane, Jessica	G A or R

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Completed by McFarlane, Jessica (action officer) on 13 February 2025 at 4:23:48 PM - Rezone mapping complete, process complete

Meeting	Subject	Resolution Number	Resolution	Officer	Status
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	120223	<p>MOTION</p> <p>Moved: Cr Geoff Wise Seconded: Cr Ann Crowe</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> 1. Consider this report and submissions for information, and 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 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. <p>SEE AMENDED RESOLUTION WITH ADDITIONAL ITEM</p> <p>RESOLUTION 120223</p> <p>Moved: Cr Frank Crawley Seconded: Cr Neil Gorey</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> 1. Consider this report and submissions for information, and 2. proceed with the Planning Proposal as submitted to reduce the minimum lot size provisions of Lot 17 DP 	McFarlane, Jessica	G A or R

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	<p>258661 from 3000 square metres to 1000 square metres in accordance with the current Planning Proposal, and</p> <p>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.</p> <p>Amendment - Additional item for resolution:</p> <p>4. Any subsequent DA relating to the sub division as a whole be brought to Council for a decision by Council.</p> <p style="text-align: right;">CARRIED</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;">CARRIED 7/2</p> <p>16 Mar 2023 11:08am Gunter, Maddison The report went to Council meeting, then following the resolution, the Planning Proposal was sent to DPE to finalise the Murray LEP 2011 changes. Council are awaiting confirmation on the completion of the LEP map amendments.</p> <p>04 Apr 2023 8:02am Gunter, Maddison Planning proposal has been finalised and Murray LEP map amendment has been finalised.</p> <p>08 May 2023 3:46pm Leyonhjelm, Lindy - Reallocation Action reassigned to McFarlane, Jessica by Leyonhjelm, Lindy - Maddison Gunter has left the organisation</p> <p>14 Jun 2023 8:49am Leyonhjelm, Lindy this is now with DPE for assessment.</p> <p>14 Jun 2023 8:49am Leyonhjelm, Lindy - Target Date Revision Target date changed by Leyonhjelm, Lindy from 14 March 2023 to 01 August 2023 - Waiting on assessment from DPE</p> <p>12 Sep 2023 4:01pm Donald, Jan No further update.</p> <p>06 Jun 2024 3:53pm McFarlane, Jessica EGM upcoming for Council resolution</p> <p>19 Aug 2024 10:10am McFarlane, Jessica Process Completed</p> <p>13 Feb 2025 4:21pm McFarlane, Jessica - Completion</p>	

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Completed by McFarlane, Jessica (action officer) on 13 February 2025 at 4:21:22 PM - Completed Process

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 22/10/2024	DA 10.2024.49.1 - 38 Suite 3 Storey Motel - Request to amend Section 7.12 Levy Development Contribution Requirements to a two-part payment arrangement.	341024	<p>RESOLUTION 341024</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Joy Allan</p> <ol style="list-style-type: none"> That Council notes the officers report. That Council agrees to a payment arrangement via two instalments that follows the staging of the development with the total amount of Section 7.12 Levy fees being \$163,399.08 as calculated under the Development Contributions Plan 2011 prior to the Occupation Certificate being issued and that the Council advise the applicant to seek a modification to the consent to reflect the decision of Council and to formally implement the proposed amendments. That the modification to the consent be approved under delegated authority. <p><u>In Favour:</u> Crs Joy Allan, Dennis Gleeson, Neil Gorey, John Harvie, Gary Pappin and Geoff Wise.</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED</p>	McFarlane, Jessica	G A or R
<p>13 Feb 2025 4:24pm McFarlane, Jessica - Completion</p> <p>Completed by McFarlane, Jessica (action officer) on 13 February 2025 at 4:24:57 PM - Motion put into action.</p>					

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 23/07/2024	Planning Proposal PP-2023-2004 Post Consultation Supplementary Report	150724	<p>RESOLUTION 150724</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Ann Crowe</p> <p>That</p> <ol style="list-style-type: none"> The Council Officer's report be received and noted by Council. Council continues to proceed with the Planning Proposal PP-2023-2004 acknowledging the 	O'Brien, Christopher	G A or R

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submissions from NSW Government agencies with no objections.

In Favour: Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas and Geoff Wise

Against: Nil

CARRIED 7/0
CARRIED

18 Feb 2025 12:45pm O'Brien, Christopher - Completion

Completed by O'Brien, Christopher (action officer) on 18 February 2025 at 12:45:26 PM - PP has been completed

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 23/07/2024	Planning Proposal PP-2023-1523 Post Consultation Report	160724	<p>RESOLUTION 160724</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Neil Gorey</p> <p>That:</p> <ol style="list-style-type: none"> 1. The Council officers report be received and noted. 2. The Applicant update the submitted Planning Proposal to address NSW Rural Fire Service and NSW Department of Climate Change, Energy, the Environment and Water (regarding biodiversity) referral comments. 3. Council re-endorse the Planning Proposal to change zoning from R5 Large Lot Residential to RU5 Village and vary the Minimum Lot Size Provisions from 4000m2 to 450m2 for Lot 611 DP 806704 located at 6 Clifton Street, Mathoura NSW 2710. 	O'Brien, Christopher	G A or R

Action Sheets Report	Division: Committee: Officer:	Date From: Date To: Printed: 12 March 2025 3:12 PM
	<p>4. Once amended, the Planning Proposal be sent to NSW Department of Planning, Housing and Infrastructure (DPHI) for final endorsement.</p> <p>5. Council 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).</p> <p><u>Note: The majority of this report has been authored by Itto Vukeni, Consultant Town Planner.</u></p> <p><u>In Favour:</u> Crs Frank Crawley, Neil Gorey, Nikki Cohen, Ann Crowe, Dennis Gleeson, Kron Nicholas and Geoff Wise</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 7/0 CARRIED</p> <p>18 Feb 2025 12:45pm O'Brien, Christopher - Completion Completed by O'Brien, Christopher (action officer) on 18 February 2025 at 12:45:45 PM - Council are working with DPHI to receive final maps for gazettal</p>	

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Notice of Motion - To de-amalgamate Murray River Council and re-establish the former two Councils		<p>MOTION</p> <p>Moved: Cr Gary Pappin Seconded: Cr Geoff Wise</p> <p>That Council initiate the process to de-amalgamate the Murray River Council under Section 218CC of the Local Government Act and re-establish the former Wakool Shire Council and Murray Shire Council.</p> <p>To inform this decision, Council will:</p> <p>1. Prepare an in-house business case outlining the financial, operational, and broader implications of de-</p>	Pappin, Gary	G A or R

Division: Committee: Officer:	Date From: Date To:
Action Sheets Report	Printed: 12 March 2025 3:12 PM

amalgamation.

2. Consider conducting a poll of all voters in the area with the question:

"Do you support the de-amalgamation of Murray River Council to re-establish Wakool Shire Council and Murray Shire Council?"

In Favour: Crs Kylie Berryman, Gen Campbell and Gary Pappin
Against: Crs John Harvie, Neil Gorey, Joy Allan, Dennis Gleeson, Bianca Hurn and Geoff Wise
LOST 3/6

10 Feb 2025 9:37am Leyonhjelm, Lindy - Completion

Completed by Leyonhjelm, Lindy on behalf of Pappin, Gary (action officer) on 10 February 2025 at 9:37:27 AM - Motion was lost at Council

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 28/01/2025	Response to Notice of Motion - Meninya Street Moama Decision on Parking	220125	<p>RESOLUTION 220125</p> <p>Moved: Cr Neil Gorey Seconded: Cr Kylie Berryman That Council note and receive the Officer's response to the "Notice of Motion – Meninya Street Moama Decision on Parking". That Councillors, acknowledge the advice provided in relation to car parking on Meninya Street, specifically the increased safety risks of angled car parking as stated in AS2890.5. That Councillors acknowledge and accept the risks associated with the inclusion or retainment of angled car parking in Meninya Street.</p> <p>CARRIED</p>	Sherman, Matthew	G A or R
<p>10 Feb 2025 9:25am Sherman, Matthew Report was noted by Council. Notice of motion that this report was related to was moved by Council which related to retaining Angled Parking on Meninya Street. A Variation Request has been submitted to revise streetscape designs to include 45 degree angled parking in three existing areas. A Functional Layout Design will be supplied for review prior to finalising Detailed Designs.</p> <p>10 Feb 2025 9:29am Sherman, Matthew - Completion Completed by Sherman, Matthew (action officer) on 10 February 2025 at 9:29:21 AM - Action marked as complete. Refer to Action comment.</p>					

<div> <div>Division:</div> <div>Committee:</div> <div>Officer:</div> </div> <div>Action Sheets Report</div>	<div> <div>Date From:</div> <div>Date To:</div> </div> <div>Printed: 12 March 2025 3:12 PM</div>
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Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 27/08/2024	DRAFT Quality Policy POL-315 V#1	110824	<p>RESOLUTION 110824</p> <p>Moved: Cr Geoff Wise</p> <p>Seconded: Cr Neil Gorey</p> <p>That Council endorses the DRAFT Quality Policy V#1 to be issued for public exhibition.</p> <p>CARRIED</p> <p>06 Feb 2025 2:14pm Donald, Jan The Quality Management Policy (POL-315) went out for public review in September 2024 and was finalised and published on 3 December 2024.</p> <p>06 Feb 2025 2:16pm Donald, Jan - Completion Completed by Donald, Jan on behalf of Thompson, Ricki (action officer) on 06 February 2025 at 2:16:13 PM - Action completed.</p>	Thompson, Ricki	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 10/12/2024	PROPOSED ROAD NAMES, MURRINDAAL PARK STAGED SUBDIVISION, LOT 1 DP 1283567, LOTS 1-3 DP 854487, 420 – 508 PERRICOOTA ROAD, MOAMA NSW 2731	101224	<p>RESOLUTION 101224</p> <p>Moved: Cr Gary Pappin</p> <p>Seconded: Cr Gen Campbell</p> <p>That Council ask a member of staff to approach the Developer and to supply a list of suitable Native Australian plant and animal names as proposed road names.</p> <p>CARRIED</p> <p>10 Feb 2025 10:13am Ward, Rebecca NSW Names Board guidelines have been emailed to Stephen in regards to road naming and preferred road names - 11/12/2024</p> <p>10 Feb 2025 10:15am Ward, Rebecca - Completion Completed by Ward, Rebecca (action officer) on 10 February 2025 at 10:15:49 AM - Note Attached</p>	Ward, Rebecca	G A or R

Meeting	Subject	Resolution Number	Resolution	Officer	Status
Council 10/12/2024	PROPOSED ROAD NAMES, MURRINDAAL PARK STAGED SUBDIVISION, LOT 1 DP 1283567, LOTS 1-3 DP 854487, 420 – 508 PERRICOOTA ROAD, MOAMA NSW 2731	101224	<p>RECOMMENDATION</p> <p>Murray River Council (Council) resolve to adopt the road names; Watsonia Way and Thalia Avenue within the staged subdivision of Lot 1 DP 1283567, Lots 1-3 DP 854487, 420-</p>	Ward, Rebecca	G A or R

<div>Division: Committee: Officer:</div>		<div>Date From: Date To:</div>
<div>Action Sheets Report</div>		<div>Printed: 12 March 2025 3:12 PM</div>
<div>508 Perricoota Road, Moama NSW 2731, as spatially depicted in Attachment 2 to this report.</div>		
<div><div>10 Feb 2025 10:09am Ward, Rebecca</div><div>NSW Geographical Names Board quidelines have been emailed to Stephen in regards to pre approval and preferred names - 11/12/2024.</div><div>10 Feb 2025 10:15am Ward, Rebecca - Completion</div><div>Completed by Ward, Rebecca (action officer) on 10 February 2025 at 10:15:39 AM - Note Attached</div></div>		



DRAFT
Fraud
and
Corruption
Control
Framework

Version #1



1. INTRODUCTION

Council's adopted Fraud & Corruption Control Policy confirms Council's commitment to proactive and effective prevention, detection and investigation of fraud and corruption.

This Framework draws together all of the governance, policy and procedural elements to be applied throughout Council to manage the risk of fraud and corruption within and against Council and details the responsibilities of Council Officials, Council Officers and other parties as they do business with Council.

2. OBJECTIVES

The objectives of this Framework are to:

- › Eliminate or reduce opportunities for fraudulent or corrupt activities within or against Council;
- › Promote an organisational environment that encourages professionalism, integrity and ethical conduct;
- › Uphold a commitment to accountable and transparent decision making;
- › Ensure that the identification and management of fraud and corruption risks are undertaken in line with the principles and procedures detailed in Council's Risk Management Policy and Framework;
- › Support the identification and implementation of appropriate internal controls, including procedures and policies, which support the prevention and detection of fraudulent or corrupt activities;
- › Support the implementation and maintenance of effective reporting disclosure systems & investigation and disciplinary procedures for suspected or actual fraudulent or corrupt behaviour;
- › Clearly define the responsibilities of all Council Officials, Council Officers and Committees of Council in relation to the prevention, detection, reporting and investigation of fraud and corruption; and
- › Provide Council Officials and Council Officers, at all levels within Council, with the necessary tools and understanding to meet their responsibilities in this regard.

3. SCOPE

This Framework applies to all:

- › Council Officials;
- › Council Officers;
- › Key stakeholders such as suppliers, contractors and consultants;
- › Customers;
- › Members of the community; and
- › Relevant third parties

with regard to functions and operations undertaken for or on behalf of Council.

4. LEGISLATION

- › Local Government Act 1993 (NSW);
- › Government Information (Public Access) Act 2009
- › Independent Commission Against Corruption Act 1988
- › Independent Commission Against Corruption Regulation 2017
- › Public Interest Disclosure Act 2022
- › Privacy & Personal Information Protection Act 1998
- › Health Records & Information Privacy Act 2002

5. FRAMEWORK STATEMENT

This document is not considered to be a standalone document and should be read in conjunction with the Council's Fraud and Corruption Prevention Policy.

This Framework is based on the Audit Office NSW's best practice Fraud Control Improvement Kit. Which outlines the 'ten attributes of fraud control within the themes of prevention, detection and response'.

- Attribute 1: Leadership
- Attribute 2: Ethical Framework
- Attribute 3: Responsibility Structures
- Attribute 4: Fraud Control Policy
- Attribute 5: Prevention Systems
- Attribute 6: Fraud Awareness (Inside and Outside of Council)
- Attribute 7: Third Party Management Systems
- Attribute 8: Notification Systems
- Attribute 9: Detection Systems
- Attribute 10: Investigation Systems

The aim of each attribute is listed below:

No.	Attribute	Aim of Attribute is to ensure that:
1.	Leadership	<ul style="list-style-type: none"> Management commitment is demonstrated through behaviour and allocation of resources.
2.	Ethical Framework	<ul style="list-style-type: none"> A suite of Policies and Procedures have been developed to establish a standard of behaviour; and A strong governance framework has been developed and is entrenched in ethical and transparent decision making
3.	Responsibility Structure	<ul style="list-style-type: none"> There is a clear accountability and responsibility for implementation and monitoring of the Fraud and Corruption Control Framework; This accountability is well known by all Council Officers at all levels and in all sections of Council; and There is a common understanding that everyone in Council has a role to play in effective fraud management.
4.	Fraud & Corruption Policy	<ul style="list-style-type: none"> Council has in place the necessary policies, systems and procedures to minimise fraud and corruption in all sections, and at all levels of Council; and Policies, systems and procedures respond, and are proportionate, to the fraud risks faced by Council.
5.	Prevention Systems	<ul style="list-style-type: none"> Proactive and integrated fraud risk assessments are conducted and reviewed in a timely manner; High Risk areas are an all of Council focus; and There is a commitment to planning, accountability and reporting.

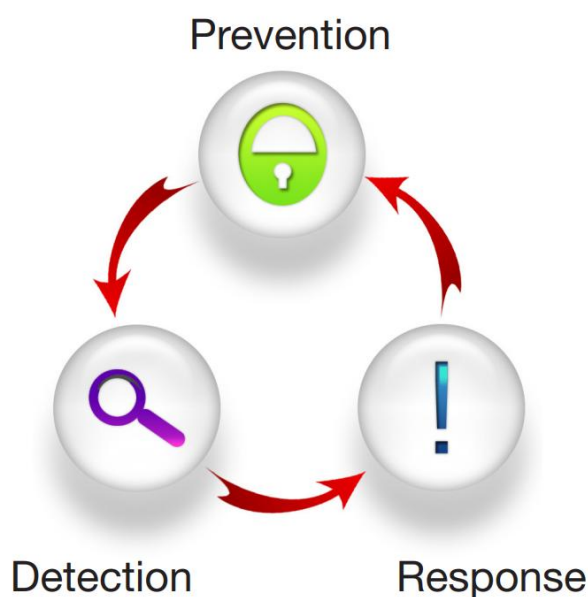
6.	Fraud Awareness (Inside and Outside of Council)	<ul style="list-style-type: none"> ▶ All Officers understand the ethical behaviours required of them in the workplace; ▶ Training programs in ethical behaviours are in place across the organisation; ▶ Training deals with the fraud risks faced by individuals in their workplaces; ▶ Officers understand that fraud will not be tolerated and that perpetrators will face disciplinary action; ▶ Officers have access to written information to assist them understand their ethical obligations; and ▶ Approaches will be developed that are consistent with both perceived risks and Council's approach to human resources management.
7.	Third Party Management Systems	<ul style="list-style-type: none"> ▶ Effective third party controls are in place particularly in the area of procurement and engaging contractors; ▶ A <u>secondary employment procedure</u> is implemented and communicated to third parties; and ▶ A <u>statement of business ethics</u> sets expectations and mutual obligations
8.	Notification Systems	<ul style="list-style-type: none"> ▶ There is a culture within Council that supports and encourages reporting of actual and suspected fraud and corruption; ▶ Reporting under section 11 of the ICAC Act is undertaken; ▶ Policies, systems and procedures are in place to encourage the reporting of suspect behaviours; ▶ Council has policies which clearly identify the nature of suspect actions which require reporting to the Police, the ICAC, the Ombudsman, etc; ▶ External notification takes place as required in light of the above legal and policy requirements; ▶ Fraud notification systems give the complainant the opportunity to report the suspect behaviours anonymously; and ▶ "Whistle-blowers" are protected by Council. Policies, systems and procedures and give equal opportunities to Council Officials, Council Officers, contractors, consultants, customers, suppliers etc. to notify Council of suspect behaviours.
9.	Detection Systems	<ul style="list-style-type: none"> ▶ Available data is thoroughly monitored and reviewed to ensure that irregularities and warning signals are picked up at a very early stage and flagged for further detailed review; ▶ Internal audits regularly examine samples of medium and high risk financial decision making across Council; ▶ The ARIC make decisions and recommendations, based on risk, about key systems and decisions to be audited; ▶ Outcomes of audits are reported to executive management on a quarterly basis; ▶ A separate fraud risk assessment is undertaken by Council; ▶ The fraud risk assessment quantifies the level, nature and form of the risks to be managed; and ▶ Actions will be taken by Council to mitigate the risks identified in the fraud risk assessment.

10.	Investigation Systems	<ul style="list-style-type: none"> Procedures and other appropriate support (including training, where required) is provided to Officers undertaking investigation activity on behalf of Council; Investigation actions undertaken should be consistent with commonly used investigation standards; Where appropriate expertise is not available internally, then external assistance should be sought; All investigations consider what improvements can be made to policies, systems and procedures within Council; and All investigation reports are referred to the ARIC or an equivalent and Council's Executive Leadership Team (ELT), for action.
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Where these attributes directly relate to one or more controls in this Framework, they are marked in **RED** throughout the document.

These attributes are classified into three (3) distinct treatment areas. They are:

- Prevention
- Detection; and
- Response



The "critical factors for success" (top 10 attributes) suggested under the "Fraud Control Improvement Kit (February 2015): Managing Your Fraud Control Obligations" developed by the Audit Office of NSW.

Prevention	Detection	Response
Audit, Risk and Improvement Committee oversight, Council oversight Executive and Tier 3 management functions		
<ul style="list-style-type: none"> ▸ Risk assessment; ▸ Internal controls; ▸ Plans and Policy; ▸ Gap analysis and performance assessment; ▸ Third-party due diligence; ▸ Building and maintenance of an ethical culture ▸ Communications and awareness; ▸ Proactive data analytics. ▸ Fraud & Corruption Awareness and Training 	<ul style="list-style-type: none"> ▸ Framework for fraud and corruption reporting; ▸ Post transaction review; ▸ Budgetary controls including management accounting reporting and Manager/Director review; ▸ Retrospective data analytics to identify trends; ▸ Internal and External Audit. 	<ul style="list-style-type: none"> ▸ Investigation protocols (internal and external investigations); ▸ Disciplinary procedures; ▸ External reporting (relevant agencies); ▸ Recovery through prosecution/civil action / insurance ▸ Post incident control review.

6. PREVENTION

Prevention controls reduce the risk of fraud and corruption. Controls may be specific to a process, transaction or they can be holistic such as fraud and corruption awareness training and due diligence.

The objectives of prevention controls are to ensure:

- All Council Officials and Officers have an awareness of fraud and corruption risks;
- A fraud risk assessment is performed which quantifies the level, nature and form of the risks to be managed;
- Procedures to be undertaken to assist in the management of fraud and corruption;
- Council Officials, Council Officers and third parties have access to information to assist them in understanding fraud and corruption and their obligations;
- Customers, the community and suppliers understand that the Council has a zero tolerance for fraud and corruption; and
- Council Officials, Council Officers, third parties and members of the public understand that Council has a zero tolerance for fraud and corruption.

6.1 RISK ASSESSMENT**(ATTRIBUTE 5)**

Council will undertake a high level Fraud and Corruption Risk Assessment in relation to the various functions and operations of Council. This Assessment will:

- › Identify specific fraud and corruption risks;
- › Rate the likelihood and consequence of each fraud and corruption risk with and without existing controls;
- › Review the adequacy of existing internal controls; and
- › Develop action plans to treat the identified risks.

Council's identified fraud and corruption risks, internal controls and proposed risk treatment action plans will be documented and recorded in Council's Risk Register.

Council will continue to assess fraud and corruption risks periodically as part of Council's enterprise wide approach to risk management. As resources and budget permits, Council will identify high fraud and corruption risk areas/activities and conduct a more detailed risk assessment involving key Council Officers in each section.

A review of Council's Risk Register will be undertaken on an annual basis to ensure that additional fraud and corruption risks are identified as they emerge and that Council's operations and functions, particularly those with a high predisposition to fraud and corruption, are subject to ongoing and effective internal controls. Council recognises that internal audit complements internal assessment of fraud and corruption related risks and controls and therefore independent identification and assessment of Council's fraud and corruption risks will be arranged with Council's Internal Auditor and ARIC as warranted.

6.2 INTERNAL CONTROLS**(ATTRIBUTE 5)**

Murray River Council maintains appropriate internal controls including:

- › Internal audits
- › Segregation of duties
- › Approvals and authorisation
- › Verification
- › Reconciliations
- › Management reviews
- › Data mining tools
- › Risk assessments
- › Physical security
- › Job rotation
- › Independent audit review

6.3 PLANS AND POLICIES**(ATTRIBUTE 4)**

Council's adopted Fraud and Corruption Policy reinforces Council's commitment to fraud and corruption prevention by providing guidance regarding Council's actions and expectations in relation to fraud and corruption.

The Policy also confirms that fraud and corruption prevention is the responsibility of all Council Officials and Officers.

As previously mentioned, this document is not a standalone publication, other policies and documents that form part of this Framework and are detailed in Section 12.

6.4 GAP ANALYSIS AND PERFORMANCE ASSESSMENT

(ATTRIBUTES 5 & 6)

Council undertakes a regular gap analysis of the fraud and corruption prevention initiatives and methods in use, this includes the use of the NSW Audit Office's Fraud Improvement Control Checklist (Attachment 1) to ensure we continue to deliver best practise processes in fraud and corruption prevention.

6.5 THIRD-PARTY DUE DILIGENCE

(ATTRIBUTE 7)

Council ensures that all stakeholders and suppliers are aware of our commitment to ethical behaviour. The Statement of Business Ethics Policy sets out our position on fraud and expected standards of behaviour in business relationships with external parties. The Statement of Business Ethics Policy is published on the Murray River Council's website, along with the Fraud and Corruption Prevention Policy, and Code of Conduct Policies, which included the treatment of Gifts and Benefits received or offered.

Similarly, we implement specific internal controls relating to third parties, such as segregation of duties and development of policies relevant to those parties. We provide a copy of the Statement of Business Ethics Policy, setting out expected standards of behaviour and mutual obligations of all parties, to our stakeholders and suppliers.

Third party management also covers managing Council Official's and Council Officer's conflicts of interest. The Code of Conduct Policies and associated Procedure set out how Council Officials and Council Officers should manage conflicts of interest, including secondary and multiple employment.

6.6 ETHICAL CULTURE – Creating and Maintaining

(ATTRIBUTES 1, 2 & 5)

Murray River Council is committed to employing Council Officers that support our ethical values.

This process starts during recruitment, with pre-employment screening to verify information supplied by candidates on their resumes and applications, as well as background checks (Police and Working with Children) for high risk positions. Officers are required to provide written acknowledgement of the Code of Conduct on commencement. This process continues during induction with mandatory learning modules in Code of Conduct, Conflicts of Interest, Gifts and Benefits as well as Secondary and Multiple Employment.

Murray River Council embraces a leadership-driven ethical culture, with clearly defined roles and responsibilities for the CEO and Executive Leadership Team in championing and overseeing ethical conduct. This includes participation in regular communications and training relating to Fraud and Corruption Prevention.

Exit interviews are conducted, including enquiries as to whether fraud or corruption caused the resignation of the Officer or whether there are any fraud and corruption risks requiring management attention.

6.7 COMMUNICATIONS AND AWARENESS

(ATTRIBUTES 1 & 2)

Council periodically communicate to Council Officials and Council Officers detailing outlining core and relevant components of the Code of Conduct, including Fraud and Corruption Prevention. These communications will periodically remind everyone of their role and obligations in Murray River Council's no-tolerance stance on fraudulent and corrupt conduct.

6.8 PROACTIVE DATA ANALYTICS

(ATTRIBUTES 5 & 8)

Murray River Council requires Council Officials, Council Officers and Third-Party providers to report known or suspected fraud or unethical behaviour. Similarly, members of the Public and other stakeholders are strongly encouraged to report any suspicions they may have. The Manager, Corporate Governance maintains a database to record all incidents of fraud, including actions taken and the outcomes. This database is regularly reviewed to identify any emerging or systemic issues that need attention.

6.9 FRAUD AND CORRUPTION AWARENESS & TRAINING

(ATTRIBUTES 5 & 6)

6.9.1 Council Officials & Council Officers Awareness & Training

The primary purpose of fraud and corruption awareness training is to assist in the prevention and detection of fraud by raising the general level of awareness amongst all Council Officials and Council Officers.

Council will clearly outline:

- The ethical behaviours expected of them in the workplace; and
- That Council will not tolerate corruption, including fraudulent dealings, and
- That all people involved in or with Council are encouraged to provide information if they suspect corruption is occurring.

Council has the following processes in place to ensure awareness of Council's position in respect to fraud and corruption:

- Induction training that includes elements of fraud and corruption;
- Provision of fraud and corruption training to relevant Officers, including but not limited to those involved in procurement activities;
- Provision of Code of Conduct training to ensure an understanding of the ethical behaviour expected in the workplace and the types of activities that may constitute fraudulent or corrupt behaviour and Council's response to this type of activity;
- Public Interest Disclosure general awareness training for all Officer; and
- Making Council's Fraud and Corruption Framework and related policies and procedures readily available.

6.9.2 Customer and Community Awareness

Council will communicate the following to key stakeholders, including customers and members of the general and business community, to ensure confidence in the integrity of Council:

- That Council will not tolerate fraudulent and corruption behaviour and perpetrators will be prosecuted; and
- That key stakeholders are encouraged to provide information if they suspect fraud or corruption is occurring and that there are channels available for them to do so.

Council will communicate the above principles via the Statement of Business Ethics Policy.

6.9.3 Statement Of Business Ethics

Council's Statement of Business Ethics Policy outlines expected behaviour, key code of conduct principles, Council expectations, conflict of interest protocols, gifts and benefits protocols and how to report corruption, maladministration and wastage.

Council's Statement of Business Ethics is:

- Available on Council's website; and
- Incorporated into and referred to in tender invitations and/or contract documentation.

7. DETECTION

Council recognises that despite a comprehensive fraud and corruption control plan, it is possible that fraud and corruption may still occur. Council recognises that ignoring fraud or corruption is tantamount to endorsement of the activity.

The objectives of detection controls are:

- policies, systems and procedures are in place to encourage the reporting of suspect behaviours;
- fraud and corruption notification systems give the complainant the opportunity to report the suspect behaviours anonymously;
- protection under Public Interest Disclosures;
- policies, systems and procedures give equal opportunities to Council Officials, Council Officers, contractors, consultants and customers to notify Council of suspect behaviour; and
- data is monitored to ensure that irregularities are identified and investigated.

7.1 FRAUD & CORRUPTION REPORTING SYSTEMS

(ATTRIBUTE 8)

Council has adopted strategies aimed at mitigation of fraud and corruption risks and will endeavour to create and foster an organisational culture and environment:

- That supports reporting of suspect actions and behaviour.
- Where Officers, volunteers and contractors feel comfortable reporting matters; and
- That promotes confidence in the fact that Council will address complaints genuinely and protect anyone who reports such an activity from reprisal.

7.1.1 Internal Reporting Systems

Council will conduct periodic analysis of management accounting reports to identify trends indicative of fraud and corruption. Similarly, high risk departments including Risk Management & Insurance, IT and other key areas provide detailed reports on the effectiveness of risk controls within their portfolio. The analysis of management reports is the responsibility of all managers and will be informed by the fraud and corruption risk assessment and fraud and corruption awareness training.

Examples of the types of management accounting reports that can be utilised to identify indicators are:

- monthly actual expenditure against budget reports;
- monthly actual revenue against budget reports;
- reports comparing revenue against prior periods.

The following policies, procedures, documents and systems establish and facilitate the notification of suspected or actual fraudulent and corrupt behaviour to Council.

Council recognises the importance of early warning systems to alert possible fraud and corruption and that the implementation and maintenance of a rigorous system of internal controls is the first line of defence against fraud and corruption within and against Council.

Council therefore requires all organisational activities to be designed with an awareness of the fraud and corruption risks that may arise and management controls to be put in place to reduce the risk to an acceptable level.

Council has identified a number of existing internal controls relevant to the fraud and corruption risks faced by Council. These controls include:

- Review by a senior officer;
- Segregation of duties;
- Authorisation / approval by a senior person;
- Supervisor checks;
- Visual inspections;
- Audit trails;
- Audits; and
- Reconciliations.

Council will review its internal controls in conjunction with its fraud and corruption risk assessment review on at least an annual basis in consultation with relevant Council Officers to ensure that internal controls remain in place and effective and that additional internal controls are identified and recorded.

7.1.1.1 Public Interest Disclosures

Murray River Council has implemented a robust disclosure system to meet its various legal obligations. Internal reporters are protected against reprisals and encouraged to access the professional support services they may need as a result of the reporting process (such as stress management, counselling services or legal advice).

Internal reports can be made to the Disclosure Coordinator, a nominated Disclosure Officer, the CEO or the Mayor in accordance with the Public Interest Disclosures (PID) Policy. This Policy, also details the responsibilities of all those involved in relation to Council's Internal Notification and Reporting Systems, when a PID is received.

Recognising that the fear of reprisal is present for Officers and members of the public wishing to make a disclosure, Council will endeavour to ensure that whistle-blower's identity, or information that is likely to lead to their identification, is kept confidential. Generally, this information cannot be disclosed without consent. Murray River Council may be required to report the information to an external regulatory body (such as ICAC). In line with the Privacy Act 1988 and the Corporations Act 2001, Murray River Council will take all possible steps to protect the identity of the complainant. If it is impossible to prevent the complainant's identity from becoming common knowledge, Council will also take all necessary steps to protect them from reprisal. Where the complainant has additional concerns, they will be encouraged to make a disclosure to an independent agency such as ICAC or similar.

7.1.1.2 Statement of Business Ethics

Council's Statement of Business Ethics Policy is required to be written into the contracts of third parties dealing with Council, and those who may be seen by the public as representing Council, such as suppliers, consultants and contractors.

These statements makes third parties aware that they, and their employees, must adhere to Council's ethical standards; report any suspected or alleged fraud or corruption involving the Council to the CEO; and that breaches of the Statement may result in penalties being imposed and possible cancellation of their contract.

7.1.1.3 Code of Conduct

Council's Code of Conduct establishes the standard of ethical behaviour expected of all Council Officials and Council Officers and therefore supports the objectives of this Framework.

Code of Conduct training is provided to Council Officials and Council Officers upon induction and periodically throughout their term of employment/Council to ensure awareness in this regard.

It is noted that in some cases a breach of Council's Code of Conduct may constitute fraudulent or corrupt behaviour. Such breaches will be investigated in accordance with relevant sections of this Framework and any relevant policies and procedures. Where deemed necessary, Council will take the appropriate disciplinary action.

7.1.1.4 Complaints Management

Council's Complaints Management Policy sets out Council's approach and procedures for receiving and effectively and positively handling complaints from any person, group or organisation (or their representative) that uses Council's services or is impacted by Council's decisions, actions or lack of actions.

The Policy also details the avenues available for the lodgement of complaints to Council and reinforces that complainants will not be subject to disadvantage or victimisation.

7.1.1.5 Grievance Handling Procedure

Council's Grievance Procedure provides avenues for Council Officers to report grievances and the manner in which such reports will be managed by Council.

The Procedure reinforces that Council will apply equity and confidentiality in dispute resolution processes and work towards expediting a return to productive and harmonious workplace relations for all involved.

7.1.2 External Reporting Systems

Council recognises that it has a legal obligation to:

- Report fraudulent conduct to the Police;
- Report suspected corruption to the Independent Commission against Corruption (ICAC); and
- Notify other external authorities as appropriate.

The following policies and procedures detail Council's approach to notifying external authorities. Other external bodies may also be relevant in particular situations (eg. ATO) and will be notified where necessary.

7.1.2.1 Internal Reporting (PID) Policy

Council's adopted Internal Reporting (PID) Policy details the procedures for external reporting to the Independent Commission Against Corruption (ICAC), NSW Ombudsman and Office of Local Government. It also defines the responsibilities of Council's nominated Disclosure Coordinator, Disclosure Officers, CEO and Mayor in relation to external notification systems and associated procedures.

7.1.2.2 Independent Commission Against Corruption (ICAC)

Under section 11 of the Independent Commission Against Corruption Act 1988, the principal officer of a public authority has a duty to report to the Commission any matter that the officer suspects on reasonable grounds concerns, or may concern, corruption.

The principal officer is defined as the person who is the head of the authority, its most senior officer or the person normally entitled to preside at its meetings. Council's principal officer is the CEO.

When another person acts as the CEO during periods of leave or other absence, the duty applies to that person who is acting.

The reference to "suspects on reasonable grounds", according to ICAC means that there is a real possibility that corrupt conduct may be involved. Proof is not necessary.

The ICAC encourage organisations to contact the Commission to discuss particular matters if they are unsure about whether or not to report, and to seek clarification about other issues related to reporting.

Section 11 applies despite any duty of secrecy or other restriction on disclosure.

The requirement to report suspected corruption to ICAC does not affect the obligations to report or refer matters to other bodies, such as the Police, the Ombudsman, or to carry out disciplinary procedures as required.

The Independent Commission Against Corruption (ICAC) has stated that reporting criminal matters to the Commission should not delay the matter being reported to the Police.

ICAC has advised that the following items should be included in reports:

- ▶ details of the allegations;
- ▶ the name and position of any public official/s alleged to be involved;
- ▶ the name and role of any other people relevant to the matter;
- ▶ when the alleged conduct occurred;
- ▶ whether the alleged conduct appears to be a one-off event or part of a wider pattern or scheme;
- ▶ when the allegation was made or you became aware of the alleged conduct;
- ▶ what your organisation has done about the suspected conduct, including notification to any other agency;
- ▶ what further action is proposed;
- ▶ an indication of the estimated amount of money (if any) involved;
- ▶ any other indicators of seriousness; and
- ▶ any other relevant information.

The Commission may use the matters reported to ICAC in the following ways:

- ▶ all information is assessed in terms of the contribution it may make to the work of the Commission;
- ▶ a small number of reports are selected for full investigation by ICAC;
- ▶ reports may form the basis of corruption prevention advice and project work; and
- ▶ reports may be referred to more appropriate investigative authorities.

7.1.2.3 Police

Where the CEO reasonably believes that a Council Official, Council Officer or related party has committed a criminal offence, the matter will be referred to the police.

According to Section 316 of the *Crimes Act 1900*, concealing a serious offence is a criminal offence:

If a person has committed a serious offence and another person who knows or believes that the offence has been committed and that he or she has information which might be of material assistance in securing the apprehension of the offender or the prosecution or conviction of the offender for it fails without reasonable excuse to bring that information to the attention of a member of the Police Force or other appropriate authority, that other person is liable to imprisonment for 2 years.

Where any other Council Official or Officer suspects on reasonable grounds that a crime has been committed, this will be reported in accordance with Council's adopted Internal Reporting (PID) Policy.

7.2 POST TRANSACTION REVIEW

(ATTRIBUTE 8)

Murray River Council will also periodically conduct post-transaction reviews to identify fraud and corruption. A program for conducting post-transaction reviews will be considered during the fraud and corruption risk assessment and the internal audit program.

7.3 BUDGETARY CONTROLS

(ATTRIBUTES 3, 5 & 6)

To ensure financial controls also cover fraud and corruption, Council has implemented several budgetary controls including financial delegations, monthly budget reviews (with a focus on significant financial variances) and incorporation of fraud and control measures into the Council's business plan.

7.4 RETROSPECTIVE DATA ANALYTICS TO IDENTIFY TRENDS

(ATTRIBUTES 8 & 9)

To support its proactive data analytics, the Murray River Council incorporates data analytics as part of its annual report on the implementation of the fraud control framework. This includes broad details of any identified fraud that has occurred and actions that have been taken to prevent similar incidents occurring again.

7.5 INTERNAL AND EXTERNAL AUDIT

(ATTRIBUTES 3 & 9)

7.5.1 Internal Audits

Council recognises that internal audit complements internal assessment of fraud and corruption related risks and controls. Council has developed a program of internal audits to provide assurance that internal controls are implemented and are effective in achieving the desired objectives including the prevention and detection of fraud and corruption. Internal audits will be conducted or coordinated by the Internal Auditor with consideration of the fraud and corruption risk assessments, fraud and corruption incidents (either at Council or similar entities) and the results of previous internal audits. The Audit, Risk and Improvement Committee (ARIC) approves the annual internal Audit Plan and will monitor the results and implementation of approved recommendations arising from internal audits.

7.5.2 External Audits

These primarily provide assurance that financial statements reflect our position at the end of the financial year. The external audit process includes:

- Test a sample of Council's internal controls
- Observe processes being performed
- Make enquiries of key personnel within Council
- Examine financial and accounting documents and tangible assets
- Obtain written confirmation of certain items, and
- Review Internal Audit reports and recommendations

8. RESPONSE

Response strategies ensure that any suspected fraud or corruption is investigated thoroughly and appropriate action taken.

Objectives of the response controls are to ensure:

- Procedures and other appropriate support (including training, where required) is provided to Officers undertaking investigation activity on behalf of the Council;
- Investigation actions undertaken are consistent with the principles of procedural fairness and natural justice;
- Where appropriate expertise is not available internally, then external assistance will be sought;
- All investigations consider and make recommendations as to what improvements can be made to policies, systems and procedures across Council;
- Council Officials and Officers understand that fraud and corruption will not be tolerated and that perpetrators will face disciplinary action;
- Council has policies, which clearly identify the nature of suspect actions, which may require reporting to the NSW Police and the NSW ICAC and may lead to criminal proceedings.

8.1 INVESTIGATION PROCEDURES

(ATTRIBUTES 3 AND 5)

The investigation procedure undertaken by Council will ensure fairness and consistency in accordance with the rules of natural justice and with respect for the civil rights of Officers and citizens.

All Council Officials, Council Officers and stakeholders are expected to fully co-operate in relation to such investigations.

8.1.1 Preliminary assessment

When an allegation of fraud is made against a Council Official, Council Officer or Third Party, the CEO will be notified. The CEO, Director Corporate Services and the Disclosures Coordinator/Public Officer (identified in the PID and Delegations Policy) will decide how the matter will be investigated.

Both or either of the parties involved may be interviewed and a written statement may be required.

A support person can accompany either party during an interview.

If the preliminary assessment substantiates the alleged fraudulent or corrupt activity, they may recommend referral to an external investigative body.

The individual making the complaint or raised the concern will be advised of the decision and any actions that will be taken.

When further action is to be taken, the individual that is the subject of the complaint may also be notified.

A Preliminary Assessment Report of the findings will be provided to the CEO.

If the matter, concerns the CEO, then it shall be reported to be Public Officer who will deal with the matter in accordance with the Code of Conduct complaints handling procedures.

If the allegation is serious enough and / or the evidence is compelling, then the matter may warrant a full investigation.

8.1.2 Full investigation

A full investigation will be conducted by an appropriately qualified external investigator.

If the matter involves a Council Officer, during any investigation, the Manager of People and Culture will be involved to ensure the disciplinary policies are properly followed and to ensure that any personal issues affecting the Officer involved are properly addressed.

If a full investigation is to be undertaken, the CEO and the Independent Investigator will need to determine whether the matter is referred to an external agency such as the Police, ICAC or the Ombudsman.

The CEO and Independent Investigator may wish to refer it to the Code of Conduct Complaints Coordinator and have the matter referred to using the Code of Conduct investigation procedures.

Where the matter concerns a Council Official, the CEO will refer the complaint to an Independent investigator.

8.1.3 Responsibilities

Internal investigations into potential fraud and corruption related activities will be undertaken by Council's suitably authorised and trained personnel in accordance with Council's Internal Reporting (PID) Policy and investigation procedures detailed in AS8001- 2008 Fraud and Corruption Control and ICAC's "Guide to Conducting Internal Investigations".

It is noted that when potential internal investigators have conflicts of interest, an external consultant will be engaged to assist with the conduct of the investigation.

All persons engaged will be appropriately qualified by reason of formal qualifications and relevant experience.

8.1.4 Record Keeping and Information Protection

Council recognises that the manner in which evidence is collected and stored in relation to any fraud or corruption investigation will have a critical impact on its value as evidence in any later inquiries or court proceedings.

Council Officers involved in internal investigations will keep records in accordance with Council's record keeping policies and procedures, the State Records Act 1998 (NSW) and the following procedure:

1. Investigation files and reports should be kept securely locked when not in use. They should not be left unattended on desks even for short periods;
2. Evidence collected will be stored and labelled systematically and kept confidential. Additionally original documents will not be altered or annotated in any way;
3. Access to files and reports should only be given to people for official purposes and on a needs basis;
4. People to whom access is given must observe the same security procedures. This should be explained to them;
5. The name of the person suspected of the conduct should not be mentioned on the cover of any files;
6. The name of the person who reported the suspected conduct should not be mentioned on the cover of any file;
7. No information from the investigation report is to be attached to any Officer's personnel file;
8. The Disclosure Coordinator is responsible for maintaining a record (Investigation Register) of any investigation conducted as a result of suspected instances of fraud and corrupt conduct being reported;
9. The Disclosure Coordinator is responsible for all investigation files dealing with suspected fraud, corruption, maladministration and wastage; and
10. All investigation files and related records will be retained and destroyed by Council in accordance with the State Records Act 1998 (NSW) and related Council record keeping policies and procedures.

8.1.5 Investigation Register

Council's Disclosure Coordinator will maintain a register of all investigations conducted as a result of suspected or actual instances of fraud and corruption being reported. This register will be maintained in Council's Enterprise Records Manager System (ERMS).

The Investigation Register will include the following information in relation to every reported fraud and corruption incident:

- Date and time of report;
- Date and time that incident was detected;
- How the incident came to the attention of management (e.g. anonymous report, normal report, supplier report);
- The nature of the incident;
- Value of loss (if any) to the entity; and
- The action taken following discovery of the incident.

Each case will stay on the schedule and not be reported until all action is finalised. Once all action for a case is finalised, including all managerial action, it will be reported as finalised.

All investigation action, including any managerial disciplinary action, if applicable, is expected to be completed within 3 months of the allegation being received.

All preventative action, if any, required by management as recommended and agreed with the investigator, is to be implemented within 3 months of the investigation being completed.

The Disclosure Coordinator is responsible for analysing and undertaking trend analysis of information contained on the register/database, e.g. by location, by investigation type.

8.1.6 Investigation Results

Details of investigations will be communicated to the CEO by the nominated officer:

- Disclosures Coordinator as per Council's Internal Reporting (PID) Policy or by the Relevant Director.
- Public Officer as per Council's Code of Conduct Policy and its investigation procedure.

It is acknowledged that in many cases the CEO may have been part of the investigation.

The CEO shall also report to the Audit, Risk and Improvement Committee (ARIC) all breaches of the Fraud and Corruption Policy in accordance with privacy and confidentiality requirements.

The CEO will take relevant fraud and corruption information into account when reviewing Council's Fraud and Corruption Control Framework.

8.2 DISCIPLINARY PROCEDURES

(ATTRIBUTE 10)

Any breach of the Council policies or procedures will be considered as serious and disciplinary action may follow. The disciplinary process will be conducted in accordance with applicable legislation, guidance and the principles of natural justice.

Council's Internal Reporting (PID) Policy details Council's approach to the notification of instances of fraud and corruption to external authorities.

Fraud and corruption will not be tolerated by Council and perpetrators will face disciplinary action and will be prosecuted if necessary.

Where crimes have been committed Council will report the matters to the Police and where appropriate criminal prosecution will be undertaken. Legal action may also be instituted to recover any losses to Council.

To support a sound conduct and disciplinary system, Council's related policies and procedures will ensure that Council Officials and Council Officers understand that:

- Fraud is a crime and will not be tolerated;
- The rules and requirements, values and behaviour expected of them; and
- Those committing fraud or corruption will be prosecuted.

8.2.1 Disciplinary Standards

In all cases of fraud and corruption, consideration will be given to restitution and criminal charges. The CEO is responsible for making the decision about these matters.

The CEO will be responsible for deciding what disciplinary action is appropriate for Council Officers involved in fraud and corruption.

The Council and/or the relevant Officer of the Office of Local Government is responsible for deciding what disciplinary action is appropriate for Councillors involved in fraud and corruption.

8.3 EXTERNAL REPORTING

(ATTRIBUTE 10)

8.3.1 Independent Commission against Corruption:

Under Section 11 of the ICAC Act 1988, the CEO is required to report corrupt conduct or any matter that the CEO suspects concerns or may concern corrupt conduct to the ICAC. The CEO must also respond to any referral requiring the Council to investigate or take other specified action.

8.3.2 Police

The CEO (subject to the requirements of ICAC) may report to Police or other regulators, any circumstances in which there is evidence giving rise to a suspicion on reasonable grounds, of fraud or corruption.

Where an allegation of fraud has been investigated and substantiated, the matter may be reported to Police for investigation. For matters not involving ICAC, the CEO has the discretion of reporting to Police, unless exceptional circumstances warrant not reporting the matter. Any decision by the CEO to not report a reasonable suspicion of fraudulent or corrupt conduct to Police will be documented.

8.4 RECOVERY

(ATTRIBUTE 10)

8.4.1 Through Prosecution/Civil Action

Council will actively pursue the recovery of any money or property lost through fraud or corruption, provided there is a strong prospect of a net benefit from such action.

Civil action for the recovery may, at the discretion of the CEO, extend to seeking a Garnishee Order or the appointment of a Trustee in Bankruptcy to the estate of the person against whom an order for restitution has been obtained but not satisfied

8.4.2 Recovery Through Insurance

Council's insurance largely reflects the risks posed to Council and its operations including fraud and corruption and the applicable policies are in place.

8.5 POST INCIDENT CONTROL REVIEW

(ATTRIBUTE 10)

Where fraud or corruption is detected, the Director Corporate Services and the Manager Governance & Risk will review the adequacy of the internal control environment (particularly those controls directly

relevant to the incident) and consider whether improvements are required. Where improvements are required, these should be implemented as soon as practicable.

The Manager Governance & Risk is responsible for ensuring that the internal control environment is reassessed and for ensuring that the recommendations arising out of this assessment are implemented. A summary of recommendations for the modification of the internal control environment should be provided to the Director Corporate Services and the Manager of the team concerned.

9. IMPLEMENTATION

The successful implementation and the achievement of Council's Fraud and Corruption Framework objectives relies heavily on the provision of:

- ▶ effective Council Official and Council Officer education and training;
- ▶ dissemination of regular communications from the CEO and Executive Leadership Team (ELT) reminding Officers of their obligations and responsibilities
- ▶ development of all internal controls and measures in keeping with legislative requirements

Council Officials and Council Officers will be required to undertake training in relation to Council's Fraud and Corruption Framework, Code of Conduct; Internal Reporting (PID) Policy and Complaints Management Policy.

Fraud and corruption investigation training will also be provided to relevant Council Officers as appropriate.

Council undertakes regular culture surveys and it should be noted that if Council's observable ethical culture falls below acceptable levels, remedial action, including a broad-based communication and training program, will be undertaken as a matter of priority.

Council's Fraud and Corruption Framework, along with related Council policies and procedures, will be made readily available including at induction to Council Officials and Council Officers and stakeholders.

Such availability will ensure a continued awareness and understanding of what constitutes fraudulent and corrupt conduct, reinforce Council's approach should such behaviour be suspected or substantiated and ensure the continued promotion of ethical and professional conduct throughout Council.

10. ROLES & RESPONSIBILITIES

(ATTRIBUTE 3)

All Council Officers and Officials have a duty to be aware of the potential for fraud and corruption and to report anything that they feel is not right. There are a range of options available for reporting of any such matters.

Council's Internal Reporting (PID) Policy, developed in conjunction with the Public Interest Disclosures Act 1994, identifies the responsibilities of Council Officials and Council Officers and provides procedures for reporting and handling of Public Interest Disclosures.

Reports can be made internally through Council's Internal Reporting (PID) Policy or to an external agency such as the Independent Commission Against Corruption (ICAC), the NSW Ombudsman's Office, NSW Auditor General, NSW Police or the Office of Local Government (OLG) depending on the nature of the matter.

All Council Officers and Officials have an important role to play in the prevention and control of fraud and corruption.

These roles and responsibilities are outlined below:

Council Officials	<ul style="list-style-type: none"> ▶ Ensure that Council's powers, duties and responsibilities are exercised in an open, fair and proper manner to the highest standards of probity; ▶ Provide leadership in actively displaying and promoting ethical
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(Mayor & Councillors)	behaviour within Murray River Council; ; and ▶ Ensure communication to the community of Murray River Council's commitment to fraud and corruption prevention.
Audit, Risk & Improvement Committee (ARIC)	Council's ARIC will advise Council of fraud and corruption prevention and control activities at Council. This will be achieved through: ▶ Be alert to the possibility of fraud and corruption within Council; ▶ Examine and evaluate the adequacy and effectiveness of internal controls; ▶ Review the outcomes of the fraud risk assessments, the results of this will also be integrated into Council's overall <u>Risk Management Framework</u> ; ▶ Review and approval of appropriate policies/methodologies for the detection and prevention of fraud and corruption; ▶ Review outcomes of applicable fraud and corruption investigations; and ▶ Report to Council of any outcomes as required; and ▶ Other relevant responsibilities in accordance with the Audit, Risk and Improvement Committee Charter.
Internal Auditors	▶ Internal Auditor will be responsible for reporting to the ARIC / Council any fraud and corruption activities or controls that need strengthening during the undertaking of internal audits.
CEO	The CEO is responsible for: ▶ Guiding the proper management of Council resources and the development and implementation of systems and practices to minimise the risk of fraud and corruption; ▶ Providing leadership in actively displaying and promoting ethical behaviour within Murray River Council; ▶ Ensuring that this Policy is actively communicated to all Council Officers, Council Officials and other stakeholders throughout Council and the community; and ▶ Ensuring promotion to the community of Council's commitment to fraud and corruption prevention. The CEO also has the responsibility of referring, or notifying, any allegations of fraudulent or corrupt behaviour that have been identified by Murray River Council to the appropriate external agencies (i.e. the Independent Commission Against Corruption) and to report to Council any outcomes as required.
Directors, Managers and Supervisors	▶ Lead Council staff and external service providers in their understanding of and compliance with this Policy and related Council policies; ▶ Ensure there are adequate measures to prevent, detect and respond to fraud and corruption within the respective business areas under their control, in accordance with Council's Fraud and Corruption Control Framework; ▶ Lead team members in their understanding of and compliance with this Policy and related Council policies; ▶ Assessing/identifying/implementing new controls where systems or structure have changed; ▶ Providing input and assistance to the identification and minimisation of fraud and corruption risks; and

	<ul style="list-style-type: none"> ▶ Provide advice and assistance to Council Officers in relation to this Policy. ▶ Participate in regular fraud and corruption prevention training ▶ Supporting the continued operation of Council's Audit, Risk and Improvement Committee (ARIC) ▶ Fostering a work environment free of harassment, discrimination, victimisation, corruption, fraud, maladministration and waste.
Manager Governance & Risk	<p>The Manager Governance & Risk is responsible for:</p> <ul style="list-style-type: none"> ▶ Maintenance of an ongoing Internal Audit function in line with the program approved by the Audit Risk Improvement Committee (ARIC); ▶ Auditing and monitoring compliance with internal controls; ▶ Management reviews to check compliance; Fraud and Corruption prevention ▶ Regularly conducting fraud risk assessments; ▶ Implementation of strategies to prevent or minimise the opportunity for fraud and corruption in Council activities; ▶ Implementation of formal procedures for investigation of allegations of dishonest, corrupt/or fraudulent behaviour; ▶ Prompt reporting of any matter to appropriate authorities, if the General Manager has a suspicion that there has been fraud and corruption; ▶ Commitment to taking action as appropriate and in accordance with the Code of Conduct and this policy and strategy; ▶ Provision of training to all staff on their obligations under this and associated policies such as the Code of Conduct; ▶ Implementation and management of a complaints handling process that allows whistle-blowers to make complaints anonymously
External Auditors	<ul style="list-style-type: none"> ▶ Report any matters of concern that they may uncover in the conduct of their external audit
Council Officers	<ul style="list-style-type: none"> ▶ Read, understand and comply with this and related policies and procedures; ▶ Report known or suspected fraud or corruption as soon as possible after becoming aware of it, in accordance with the processes outlined in the <u>Internal Reporting (PID) Policy</u>; ▶ Ensuring that they do not take part in any activity that could constitute fraud and/or corruption; ▶ Participate in regular fraud and corruption prevention training ▶ Being vigilant to the risks of fraud and corruption; and ▶ Bringing to the attention of Management any inadequacies in the policy, procedures and practices implemented to prevent opportunities for fraud and corrupt behaviours.
Other Interested Parties – Stakeholders, Contractors And Members Of The Public	<p>Other interested parties are encouraged to familiarise themselves with this Policy and to:</p> <ul style="list-style-type: none"> ▶ Refrain from engaging in fraud and corruption behaviours in their dealings with Council; and ▶ Report known or suspected fraud or corruption in accordance with the processes outlined in the <u>Internal Reporting (PID) Policy</u>.

11. EVALUATION AND REVIEW

It is the responsibility of the Director Corporate Service, to monitor the adequacy of this Policy and recommend appropriate changes.

This Policy will be formally reviewed every four (4) years or as needed, whichever comes first.

Monitoring and reviewing Council's Fraud and Corruption Control Framework and associated procedures and systems will ensure effective ongoing implementation and improvement of all aspects of the Framework across Council, and in particular will:

- Identify specific work areas where implementation of some elements of the Framework may need modification or improvement;
- Provide input into the development of a targeted plan for improving implementation of the Fraud and Corruption Prevention Policy and Framework;
- Identify elements of this Framework that may need attention across the entire Council;
- Develop a targeted plan for improving implementation of this Framework;
- Monitor the ongoing extent of the implementation of the Framework across all areas within Council;
- Identify resourcing requirements and, in particular, ensuring that the anti-fraud and anti-corruption human resources are appropriately senior and skilled for the role and that they have a sufficient allocation of time to discharge their responsibilities; and
- Ensure Council meets its legislative obligations.

11.1 Health Checks and Improvement Workshops

Council will undertake fraud and corruption "Health Checks" at least once every four (4) years in all work areas across Council, in line with the requirements of the Audit Office of NSW, Better Practice Guide "Fraud Control Improvement Kit".

A Health Check may also be undertaken more regularly as deemed necessary by the Audit, Risk and Improvement Committee, particularly in areas that present a higher level of fraud and corruption related risks. Council may engage its Internal Auditor to conduct these health checks.

The results of the Health Check will be considered by Council's Audit, Risk and Improvement Committee and the results will assist in the identification of the areas of Council that require a fraud and corruption control "Improvement Workshop" to be undertaken. Such workshops will be undertaken in line with the requirements of the Audit Office of NSW, Better Practice Guide "Fraud Control Improvement Kit".

12. ASSOCIATED DOCUMENTS, ACRONYMS AND DEFINITIONSExternal:

- NSW Audit Office - Fraud Control Improvement Kit – Managing your Fraud Control Obligations - (February 2015)
- NSW Audit office - 'Better Practice Guide: Fraud Control – Developing an Effective Strategy' (1994 updated June 2012)
- Audit Office NSW - Fraud controls in local councils (June 2018)
- ICAC NSW - Corruption and integrity in the NSW public sector: an assessment of current trends and events (December 2018)
- ICAC NSW - Strengthening Employment Screening Practices in the NSW Public Sector (February 2018)
- Standards Australia: AS8001-2008 – Fraud and Corruption Control

Internal:

- MRC Policy – Code of Conduct Policy (POL-100.1, POL100.2 & POL-100.3)
- MRC Policy – Statement of Business Ethics Policy (POL-201)
- MRC Policy - Delegations of Authority (Mayor and General Manager) Policy (POL-102)
- MRC Policy – Delegation of Authority (CEO to Staff) Policy (POL-107)
- MRC Policy – Internal Reporting (PID) Policy (POL-209)
- MRC Policy - Related Party Disclosures Policy (POL-110)
- MRC Policy – Procurement Policy (POL-205)
- MRC Policy – Pecuniary Interest Guidelines (POL-106)
- MRC Policy – Risk Management Policy (POL-200)
- MRC Procedure – Code of Conduct Procedure
- MRC Procedure – Gifts & Benefits Procedure
- MRC Plan – Fraud & Control Framework
- MRC Plan – Risk Management Framework
- MRC Plan – ARIC Internal Audit Plan
- MRC Charter – ARIC Charter
- MRC Register – Risk Register
- MRC Register – Fraud & Corruption Control Register

Definitions:

Term	Definition
Corruption	<p>What is corrupt conduct? (ICAC Act 1988, Section 8)</p> <p>1. Corrupt conduct is:</p> <ul style="list-style-type: none"> a) any conduct of any person (whether or not a public official) that adversely affects, or that could adversely affect, either directly or indirectly, the honest or impartial exercise of official functions by any public official, any group or body of public officials or any public authority, or b) any conduct of a public official that constitutes or involves the dishonest or partial exercise of any of his or her official functions, or c) any conduct of a public official or former public official that constitutes or involves a breach of public trust, or d) any conduct of a public official or former public official that involves the misuse of information or material that he or she has acquired in the course of his or her official functions, whether or not for his or her benefit or for the benefit of any other person. <p>13. Corrupt conduct is also any conduct of any person (whether or not a public official) that adversely affects, or that could adversely affect, either directly or indirectly, the exercise of official functions by any public official, any group or body of public officials or any public authority and which could involve any of the following matters:</p> <ul style="list-style-type: none"> a) Official misconduct (including breach of trust, fraud in office, nonfeasance, misfeasance, malfeasance, oppression, extortion or imposition), b) Bribery, c) blackmail,

	<ul style="list-style-type: none"> d) obtaining or offering secret commissions, e) fraud, f) theft, g) perverting the course of justice, h) embezzlement, i) election bribery, j) election funding offences, k) election fraud, l) treating, m) tax evasion, n) revenue evasion, o) currency violations, p) illegal drug dealings, q) illegal gambling, r) obtaining financial benefit by vice engaged in by others, s) bankruptcy and company violations, t) harbouring criminals, u) forgery, v) treason or other offences against the Sovereign, w) homicide or violence, x) matters of the same or a similar nature to any listed above, y) misuse of discretions in favour of third parties, z) any conspiracy or attempt in relation to any of the above.
Council Official	<p>A Council Official includes:</p> <ul style="list-style-type: none"> ▸ Councillors / Elected Member, ▸ Employees of Council, ▸ Administrators, ▸ Council committee members, ▸ Conduct reviewers: and ▸ Delegates of Council.
Council Officer (Officer / Employee)	<p>An officer is defined as being one of the following:</p> <ul style="list-style-type: none"> ▸ An employee, or ▸ A contractor or subcontractor, or ▸ An employee of a contractor or subcontractor, or ▸ An employee of a labour hire company who has been assigned to work in the person's business or undertaking, or ▸ An outworker, or ▸ An apprentice or trainee, or ▸ A student gaining work experience, or ▸ A volunteer
Fraud	<p>Fraud is a subset of corruption and is a "dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and whether or not deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position."</p>

13. DOCUMENT CONTROL

Version No.	Details	Dates	CM9 Reference	Resolution No.
1	Policy reviewed and separated into a Policy and Framework	DRAFT	VF/19/527	

Council reserves the right to review, vary or revoke this policy at any time
This Policy is scheduled for review in before 2029

Disclaimer:

This document was formulated to be consistent with Murray River Council's legislative obligations and with the scope of Council's powers. This document should be read in conjunction with relevant legislation, guidelines and codes of practice. In the case of any discrepancies, the most recent legislation should prevail. This document does not constitute legal advice. Legal advice should be sought in relation to particular circumstances and liability will not be accepted for losses incurred as a result of reliance on this document.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this, such a change may be made administratively. Examples include a change to the name of a Business Unit, position title or a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. When such changes are made the version number will be amended and an extension added (eg V#1.1)