



murray river
council

ATTACHMENTS

Part 2

UNDER SEPARATE COVER

Ordinary Council Meeting

Tuesday, 22 April 2025

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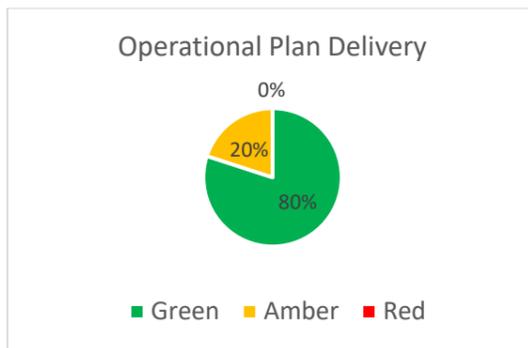
9.1.5	Monthly Operational Report	
	Attachment 1 Monthly Operational Report - March 2025	57

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 Planning • A 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 management • HR 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>

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



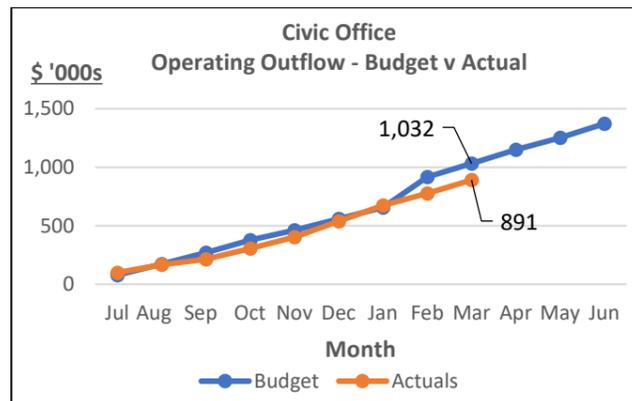
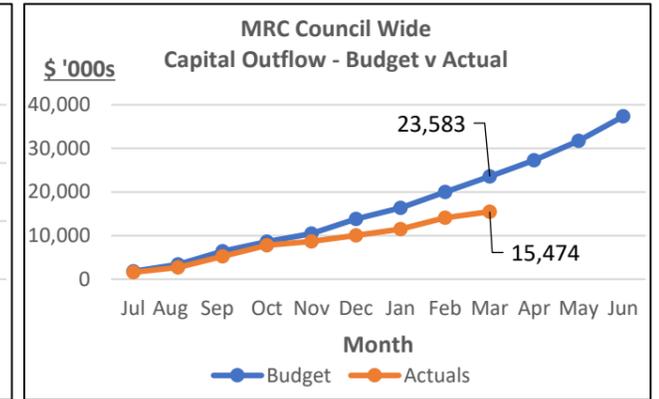
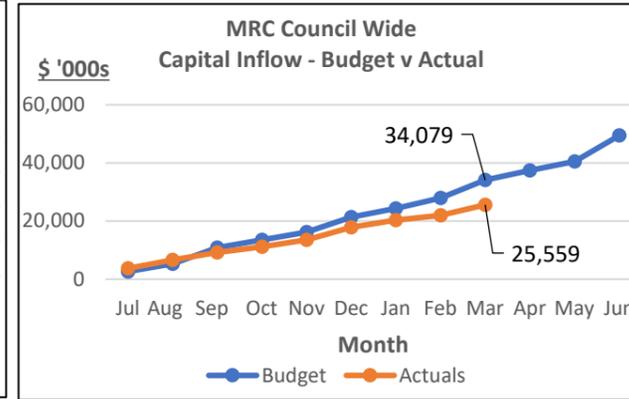
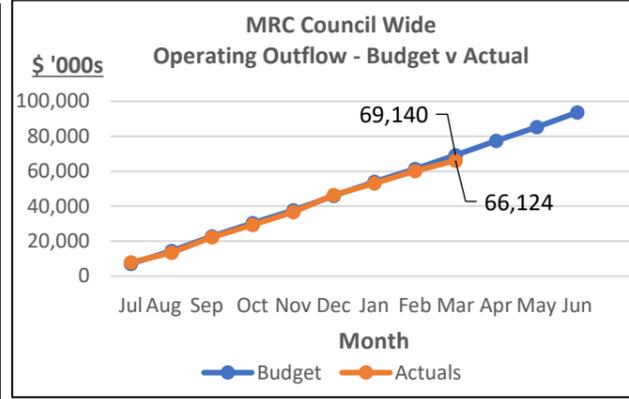
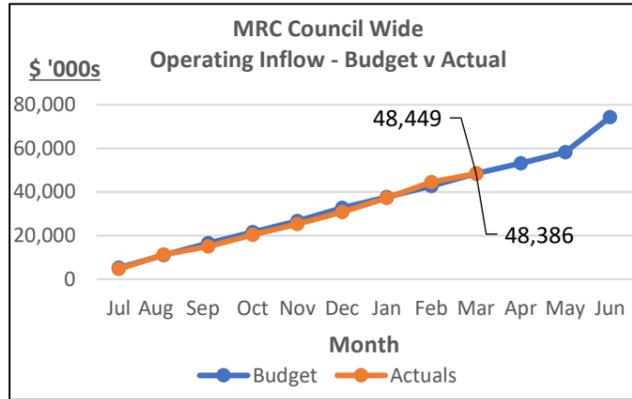
Under the 4-year Delivery Plan and the Accountabilities Framework, the Civic Office manages the Administration’s overall; corporate performance and corporate affairs; public and intergovernmental relations; media, marketing, and external communications; the reporting frameworks; community advocacy; mayoral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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
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. (Rowan has since resigned. Communications to recommence.)	●
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			✓	✓		

	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: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

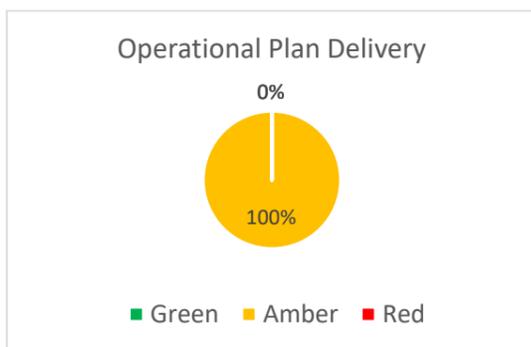
Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●

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

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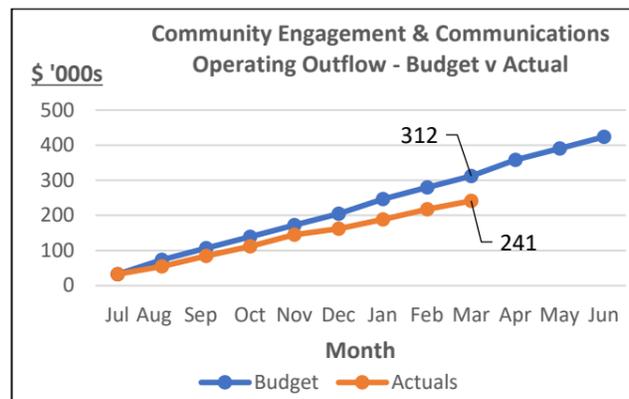
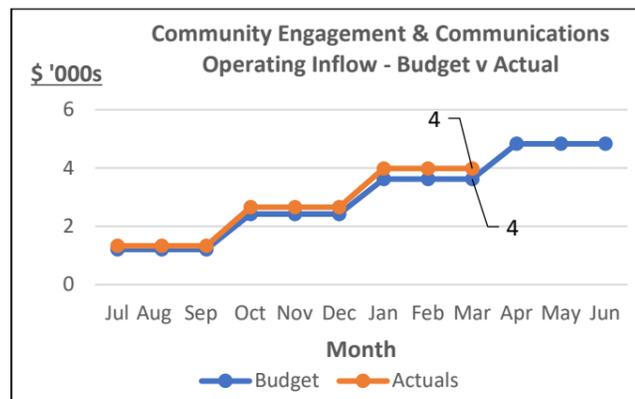
PART B: 4 Year Delivery Program and 1 Year Operational Plan



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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	
				1	2	3	4		
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 - Sustainability - Rare and Endangered species	B: MCE P: MCE O: MCE		✓	✓	✓	Mar - attended the Echuca Moama Discovery Day and provided advice Council's sustainability initiatives.	
	Deliver, Partner	(DP 1.8.2) Develop an education program focusing on Council service - Water efficiency, Water Security and impacts on source water	B: MCE P: MWS O: MCE	✓	✓	✓	✓	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 Feb – 35 Leak Letters Sent, Moama Preschool Whizzy the Water Drop education sessions (8 sessions completed) – very well received Mar - attended the Echuca Moama Discovery Day and provided advice on efficient use of water, raw water usage, stormwater.	
	Deliver	(DP 1.8.3) Develop an education program focusing on Council service - Sewer systems	B: MCE P: MWS O: MCE				✓	Mar - attended the Echuca Moama Discovery Day and provided advice sewer systems.	
	Deliver	(DP 1.8.4) Develop an education program focusing on Council service - 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. Feb – Moama Preschool What Waste Goes Where education sessions (8 sessions completed) – very well received Mar - attended the Echuca Moama Discovery Day and provided advice Council's waste services incl kerbisde waste, collection days, Return and Earn project., battery recycling.	
	Deliver	(DP 1.8.5) Develop an education program focusing on Council service - 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 Feb – Moama Preschool Glitter Bugs education sessions undertaken (6 sessions completed) – well received. Mar - Moama Preschool Glitter Bugs education sessions undertaken (2 sessions completed) – well received, attended the Echuca Moama Discovery Day and provided advice on pet registrations, illegal parking,	
	Deliver, Partner	(DP 1.8.6) Develop an education program focusing on Council service - Weeds and biosecurity	B: MCE P: PGOSB O: MCE	✓	✓	✓	✓	Mar - attended the Echuca Moama Discovery Day and provided advice on prohibited weeds, farm inspection opportunities, general weed management advice.	
	Deliver	(DP 1.8.7) Develop an education program focusing on Council service - 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 - Mobile library - Increase online and offline event frequency to communicate and drive outcomes - Snap Send Solve - Continue digitisation of externally available services 	B: MCE P: CC O: MCE	✓	✓	✓	✓	Mobile Library is off the road until further notice. Snap Send Solve project has progressed. Refer MOR13 for further information. <i>Council's website project is progressing – see update below.</i> <i>Your Say project updates – see below for usage / interaction data.</i>	●
	Deliver	(DP 2.6.2) Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council's Community Engagement Framework)	B: MCE P: CC O: MCE	✓	✓	✓	✓	Ongoing	●
	Deliver	(DP 2.6.5) Upgrades to the MRC website to include <ul style="list-style-type: none"> - Web-based payment options - Interactive mapping of foot and cycle paths - Community directory - Move to more paperless documentation (online signing/ portal) 	B: MCE P: CC O: CC		✓	✓	✓	<i>Council's website project is progressing – see update below</i> <i>Interactive mapping is on hold until further development of the pathway's strategy.</i> <i>Community directory has been created and loaded onto Live work Invest in River Country website</i> <i>More online forms are becoming available via the website update project.</i>	●
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. <ul style="list-style-type: none"> - Plan to increase face to face engagement with communities - Provide updates on CSP and Delivery Program implementation - Council meetings being held in various locations across the region - Meet the Council events (staff and councillors). 	B: MCE P: MCE O: MCE	✓	✓	✓	✓	<i>CSP – draft on display Dec 2024, adopted Feb 2025</i> <i>DP – draft on display Mar 2025,</i> <i>Council workshops are held at various locations across the region throughout the year.</i>	●
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. <i>Ongoing implementation of Engagement across the business is being undertaken.</i>	●
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.	●



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.

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

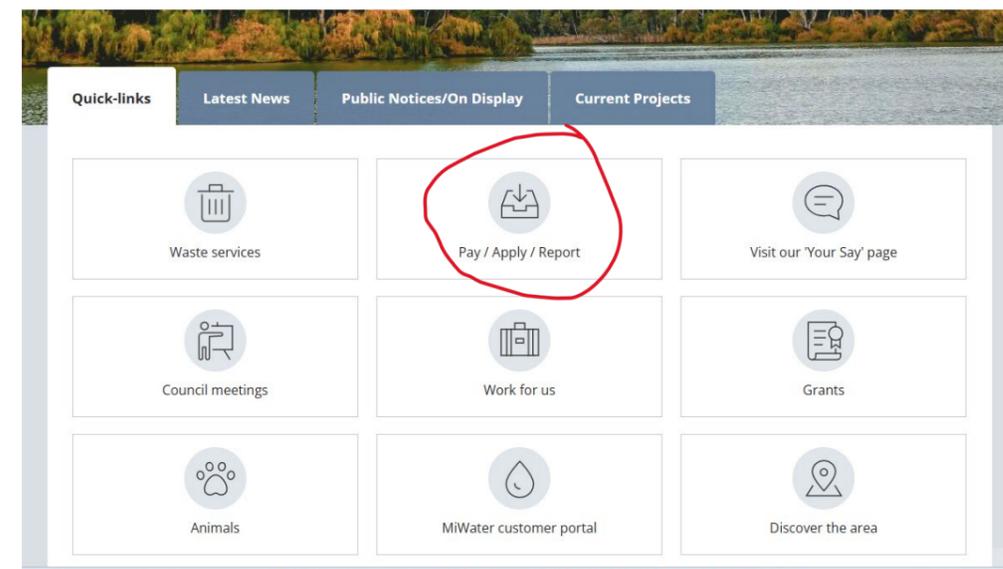
October: Still waiting on applications to be finalised in TechOne with relevant officers before finalising the content and building the pages on the web.

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).

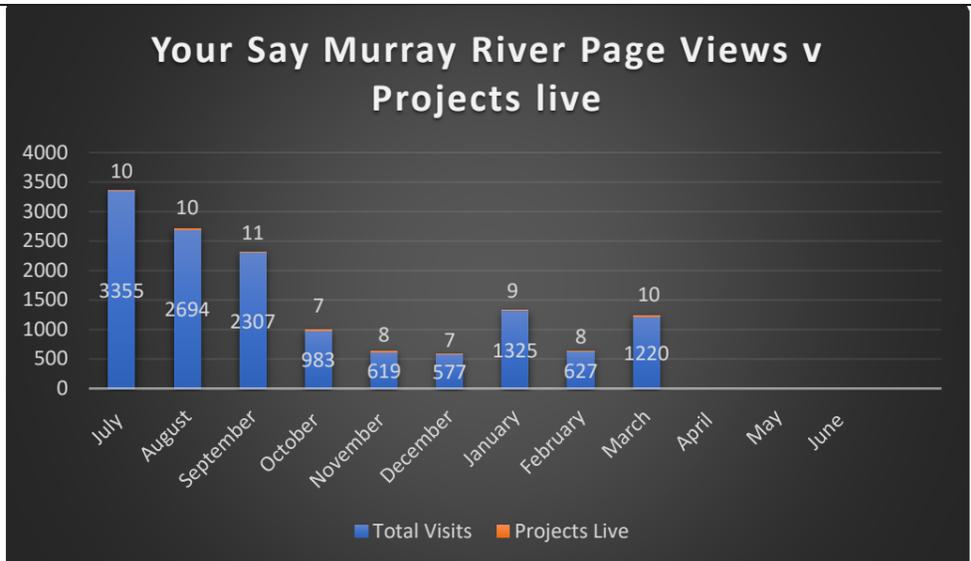
March: *Web links to customer portal now live, along with supporting information about each application for the customer.*



PART E: Business as Usual

Campaigns run during the month	Comments
<p>Campaigns (currently updated with Mar data)</p>	<ul style="list-style-type: none"> • Roadworks – Cobb and Beer Road update, Centre Road, Moama, Kyalite Road, Cobb and Beer closure continues, Commencement of Council Reseal Program, Yanga Way (Tooleybuc), • Bridge Lifts - Swan Hill, Tooleybuc, Nyah, Murrabit, Barham, • Customer Service – customer service hours reminder • Water Services - <ul style="list-style-type: none"> - Interruptions to filtered water supply – Moama Street, Mathoura, Moulamein - Interruptions to raw water supply – Moama (Winbi, Perricoota Run, Dhungala Estate, Lakeview Estate, Merool Lane and surrounds.) • Positions Vacant – Plant Operators (Moulamein), Apprentice Parks Attendant, Workshop Mechanic (Moulamien), Work Health and Safety Training Officer, Plant Operator – Barham, Trainee Water and Wastewater Technician (Murray Downs) • Council meeting summary, • Councillor roadshow – Murray downs visit <ul style="list-style-type: none"> • Waste –Moama Return and Earn now open, How the Return and Return works, Free Mulch now available at Moama, Barham Transfer Station will be closing early, Return and Earn – environmental savings, • Invitations –Ageing Persons Information Expo • Harmony Week • Murrumbidgee Local Health District are recruiting new volunteers to learn Tai Chi and run classes in their community. • Grants Guy Roadshow • Valuation notice from the NSW Valuer General • Community Grants Program now open • Attendance at the Echuca Moama Discovery Day • Shares - Murray River Police District – official sod Turning on new Moama Police Station, River Country – Live Work Invest Campaspe Murray business Connect,

	<ul style="list-style-type: none"> Moulamein Courthouse – call for volunteers Fire and Resilience Program Water Bills instalments due 	<ul style="list-style-type: none"> Moulamein Master Plan and Community Action Plan EOI's now open (draft) Delivery Program 2025-2029 now on display Upcoming - Moama Skatepark to attend the FREE Learn to Skate Workshop 																																																
<p>Proactive Media Outreach (media releases / interviews / advertisements / social media posts)</p>	<ul style="list-style-type: none"> 57 social media posts 2 fortnightly press features 11 media releases 																																																	
<p>MRC website</p>	<p>Covering period: 1-31 March, 2025</p> <p>Users: 5,241 Average engagement time of users: 1min Total overall page views: 18,315 Top 10 ranked page views for the months:</p> <table border="1" data-bbox="617 646 1617 1176"> <thead> <tr> <th></th> <th>18,315 100% of total</th> <th>5,241 100% of total</th> <th>3.49 Avg 0%</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/> Total</td> <td></td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/> 1 Home Murray River Council</td> <td>3,263 (17.82%)</td> <td>1,836 (35.03%)</td> <td>1.78</td> </tr> <tr> <td><input type="checkbox"/> 2 Search results Murray River Council</td> <td>982 (5.36%)</td> <td>451 (8.61%)</td> <td>2.18</td> </tr> <tr> <td><input type="checkbox"/> 3 Current vacancies Murray River Council</td> <td>653 (3.57%)</td> <td>411 (7.84%)</td> <td>1.59</td> </tr> <tr> <td><input type="checkbox"/> 4 Contact Us Murray River Council</td> <td>435 (2.38%)</td> <td>271 (5.17%)</td> <td>1.61</td> </tr> <tr> <td><input type="checkbox"/> 5 Careers Murray River Council</td> <td>404 (2.21%)</td> <td>284 (5.42%)</td> <td>1.42</td> </tr> <tr> <td><input type="checkbox"/> 6 Find my bin day Murray River Council</td> <td>385 (2.1%)</td> <td>217 (4.14%)</td> <td>1.77</td> </tr> <tr> <td><input type="checkbox"/> 7 Agendas and minutes Murray River Council</td> <td>367 (2%)</td> <td>97 (1.85%)</td> <td>3.78</td> </tr> <tr> <td><input type="checkbox"/> 8 Offices and Service Centres Murray River Council</td> <td>365 (1.99%)</td> <td>274 (5.23%)</td> <td>1.33</td> </tr> <tr> <td><input type="checkbox"/> 9 Transfer stations and landfill sites Murray River Council</td> <td>357 (1.95%)</td> <td>231 (4.41%)</td> <td>1.55</td> </tr> <tr> <td><input type="checkbox"/> 10 Murray River Council appoints new Chief Executive Officer Murray River Council</td> <td>325 (1.77%)</td> <td>272 (5.19%)</td> <td>1.19</td> </tr> </tbody> </table>			18,315 100% of total	5,241 100% of total	3.49 Avg 0%	<input type="checkbox"/> Total				<input type="checkbox"/> 1 Home Murray River Council	3,263 (17.82%)	1,836 (35.03%)	1.78	<input type="checkbox"/> 2 Search results Murray River Council	982 (5.36%)	451 (8.61%)	2.18	<input type="checkbox"/> 3 Current vacancies Murray River Council	653 (3.57%)	411 (7.84%)	1.59	<input type="checkbox"/> 4 Contact Us Murray River Council	435 (2.38%)	271 (5.17%)	1.61	<input type="checkbox"/> 5 Careers Murray River Council	404 (2.21%)	284 (5.42%)	1.42	<input type="checkbox"/> 6 Find my bin day Murray River Council	385 (2.1%)	217 (4.14%)	1.77	<input type="checkbox"/> 7 Agendas and minutes Murray River Council	367 (2%)	97 (1.85%)	3.78	<input type="checkbox"/> 8 Offices and Service Centres Murray River Council	365 (1.99%)	274 (5.23%)	1.33	<input type="checkbox"/> 9 Transfer stations and landfill sites Murray River Council	357 (1.95%)	231 (4.41%)	1.55	<input type="checkbox"/> 10 Murray River Council appoints new Chief Executive Officer Murray River Council	325 (1.77%)	272 (5.19%)	1.19
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<p>Projects active on Your Say Platform</p>	<p>Visits to the portal will vary month to month depending on the number of projects which are live and the communities' level of interest in the topic/s. On months with small project numbers, smaller projects or projects that have been online for an extensive period of time, it is expected that visits to the portal will be down.</p> <p>Projects live during February were</p> <ul style="list-style-type: none"> River Country Art Trail (<i>project and photo updates</i>) Planning proposal – Land Reclassification – Drainage Basins (<i>lifecycle update</i>) Working towards a Sustainable MRC (<i>no updates</i>) Meninya Street Upgrade (<i>no updates</i>) Employment Lands Strategy (<i>project closed and moved to recent projects</i>) Community Strategic Plan (CSP) 2025-35 (<i>final report updated, lifecycle updated</i>) Annual report Cover Art Competition (<i>no updates</i>) Moulamein Flood Mitigation Infrastructure Upgrades (<i>no updates</i>) <i>Moulamein Master Plan: Community Steering Committee EOI (new page developed, EOI & project closed)</i> <i>Delivery Program (DP) 2026-29 (new page developed)</i> 																																																	



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)

The draft Delivery Program was endorsed for Public Display.
 The Echuca Moama Discovery Day was a great success with Compliance, Biosecurity, Customer Service and Community Engagement in attendance.

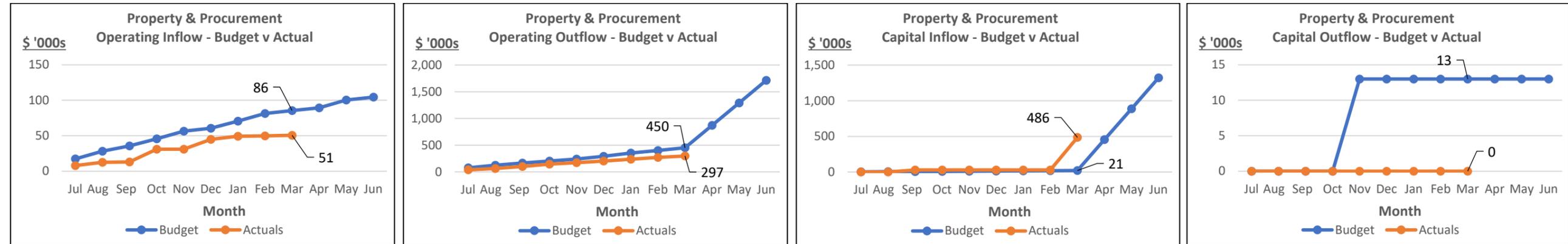
PART A: Section Accountabilities and Team Roles

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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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 will 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.

PART D: Project Status

The VendorPanel system is now live and staff are undergoing purchaser training. Suppliers will be invited to join prequalified supplier panels. A reporting mechanism will be established once full staff take up is completed. The expectation is that all staff will be using the VendorPanel system for requesting all quotes from 1 July 2025.

The leasing module (Compliance) in Ci Anywhere is now live and all Council leases will be entered into the system (one by one). Expected completion is mid-year.

The first of the local business sessions will be scheduled in late May (run by the Ec Dev team). Procurement will attend to help explain the VendorPanel system and Council’s requirements for tendering, as well as allow an opportunity for new entrants to the local market to introduce themselves and ask questions.

A number of tenders are in the pipeline or underway this month. A large number of longer term service contracts and panel of suppliers contracts will also need to go to tender in the next few months.

PART E: Business as Usual

The endorsed Procurement Policy is currently on public display. The Procurement Procedure will be developed in line with same.

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.

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●
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Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
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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.	●
17.03.2025	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. A number of unused quarries have now been inspected to ascertain remediation requirements and closed off. Property owners have been notified that Council no longer considers these sites operational and Council has no further responsibility.	●
17.03.2025	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. Capital budget bid made for implementation of the VendorPanel contract management module. To be implemented by Dec 2025 subject to budget approval.	●
17.03.2025	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.	In progress. Panel of supplier contracts being developed.	●
17.03.2025	Procurement Policy to be reviewed – needs to incorporate modern slavery requirements so we meet our legislative obligations.	Nil.	Completed	●
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.	The VendorPanel system will 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.	Buyer training sessions to be completed with staff by end April. Supplier sessions by end May-June. Otherwise on track to have the system fully utilised by end of financial year.	●
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 as part of P&C team's plans for an LMS system.	●

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. We now have some additional resources to assist with improving compliance and moving towards a more strategic focus in procurement activities, to drive optimal outcomes. The intended changes will take some time to implement and educate staff on. The difficulty is in changing the perception of procurement – That is, that the procurement strategy is a vital component of the overall success of a project or service, rather than a 'box-ticking' exercise.

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.

PART A: Section Accountabilities and Team Roles

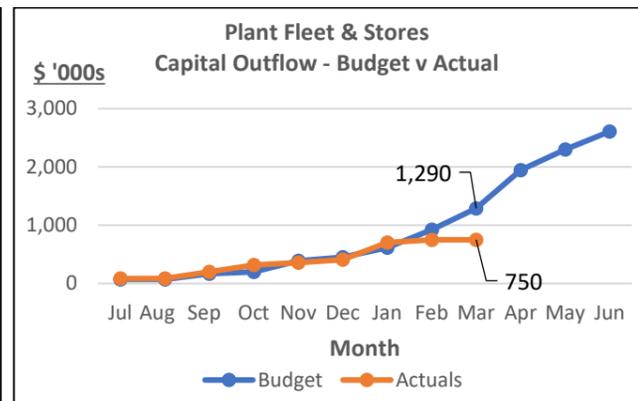
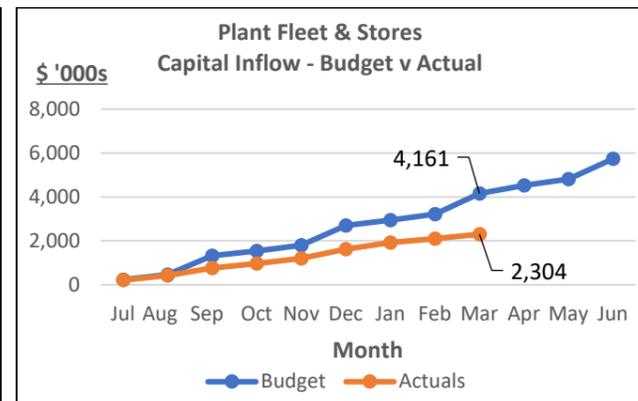
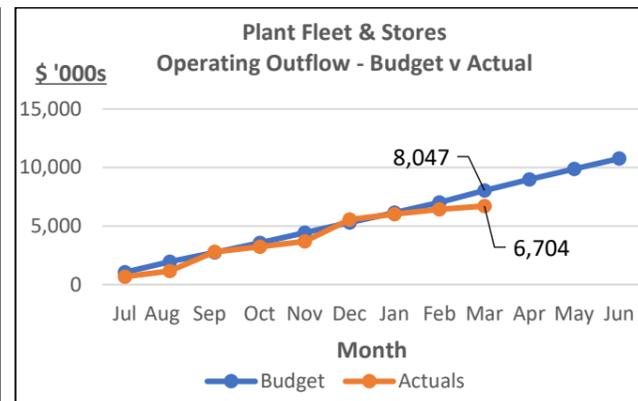
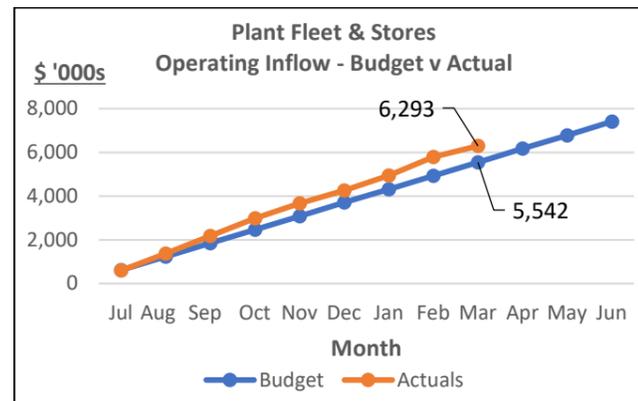
Manager Plant, Fleet and Stores	Fleet and Workshop Manager	Procurement Officer Stores																																																																																													
<p>The ongoing management of and/or advisory service for mechanical, electrical, pneumatic, or hydraulic machinery or apparatus. 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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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 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 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.	●
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.	●

PART C: Financial Outcomes

March fuel costs below forecast with a reduction in average fuel prices.
 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. 1 Tipper Truck has been ordered in March with delivery expected in late April and the Road Broom for Moulamein was ordered in February with an expected delivery in June.



PART D: Project status

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 Probit 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 has been exchanged in March and settlement is expected by early May 2025.



Old Moama Preschool building was auctioned on March 15th as part of a Multi Auction through the local Real Estate Agent with a successful bid received. Contracts have been exchanged and settlement date is May 14th 2025.

The Moulamein Aerodrome settlement was completed on 11th March.



New Caterpillar Motor Grader 140 for Moama/Mathoura Transport team received 26 March 2025. This is the replacement asset for 2010 Caterpillar Motor Grader 12M (BM96AS) which has been disposed.



New ISUZU Tri Tipper for Barham Transport team received 19 March 2025. This is the replacement asset for existing 2014 UD Tipper which is currently being disposed via auction.



New Toyota Fortuner Crusade for CEO role received 31 March 2025

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

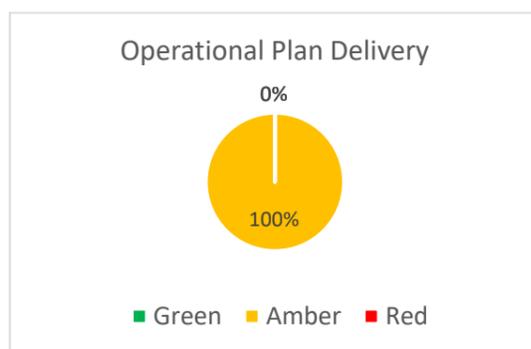
Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	● ● ●
	Plant and equipment unfit for purpose	Electronic Pre-Op forms being trialled now with 'Notification of maintenance required' being sent to workshop staff.	Project Replace existing formwork used for stormwater construction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

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 Planning • A 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 management • HR 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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PART B: 4 Year Delivery Program and 1 Year Operational Plan

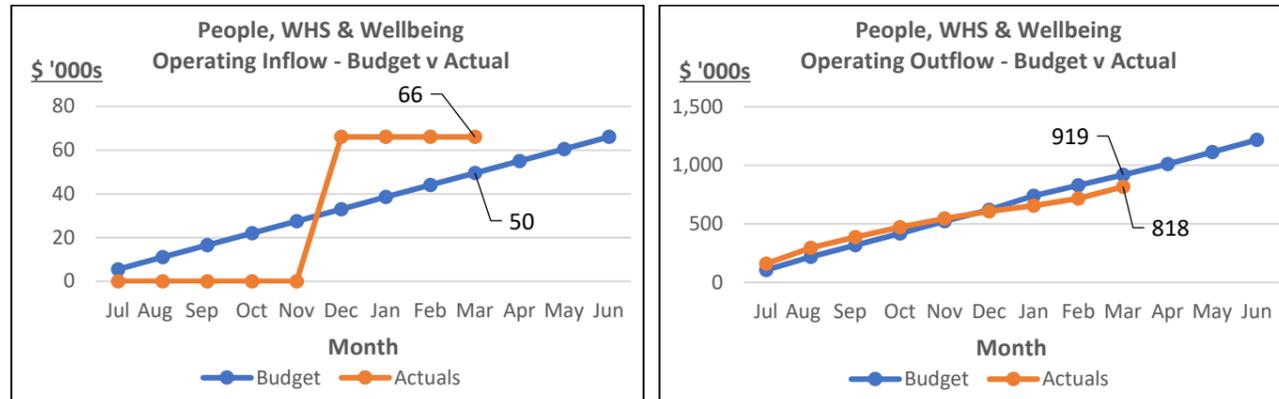


Under the 4-year Delivery Plan, the People and Culture Unit relates to the full life cycle of employees. The Office of the CEO directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				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.	●
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.	●
	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.	●
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	●
	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 2024 Development of a Learning and Development Framework for all employees. Development of Ascending Manager's Program Development of Leadership Framework 	● ● ● ● ●

PART C: Financial Outcomes

Operating expense unfavourable variance of 31% (\$110,780). This is largely due to salary expenses and filled HR Vacancies totalling \$180k, which have been adjusted for in QBR1, partially offset by lower training costs (outside of WHS), marketing and legal expenses.



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 launched 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 second part of the financial year.
- Learning and Development Strategy to be developed.
- Annual Training Plan to be developed
- Managing Injured workers training 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 trialing 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.

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	●

2024 WHS Action Plan:

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 approval • Develop 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 - drafted • Volunteer induction checklist – drafted • Supervision 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 Platform • Develop online Contractor WHS induction – WHS - Drafted • Departmental 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)

PART A: Director Accountabilities and Key Performance Indicators

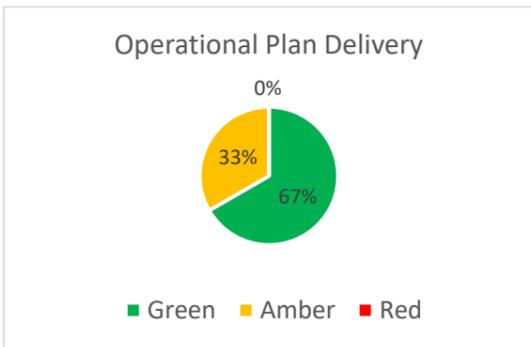
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<p>Provide required internal services to operational departments to enable the delivery of community services.</p> <p>This bureau service manages Finance & Accounting, Information/Communications Technology & Business Intelligence, Governance & Risk, 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>	<table border="1"> <thead> <tr> <th style="background-color: #e0e0e0;">SBPO</th> <th style="background-color: #e0e0e0;">Accountability</th> </tr> </thead> <tbody> <tr><td>S</td><td>Intergovernment Relations – CSD</td></tr> <tr><td>S</td><td>Corporate Performance a& Reporting</td></tr> <tr><td>S</td><td>Light Motor Vehicle (White) Strategy</td></tr> <tr><td>S</td><td>Rural Fire Service</td></tr> <tr><td>S</td><td>Purchasing Outdoor Supplies</td></tr> <tr><td>S</td><td>Procurement</td></tr> <tr><td>S</td><td>Disability Asset Management Plan</td></tr> <tr><td>S</td><td>Financial Appraisals</td></tr> <tr><td>S</td><td>Internal Audit</td></tr> <tr><td>S</td><td>Payroll</td></tr> <tr><td>S</td><td>Information & Records Mgt</td></tr> <tr><td>S</td><td>Policies & Procedures</td></tr> <tr><td>S</td><td>Risk Mgt</td></tr> <tr><td>S</td><td>Legislative Compliance</td></tr> <tr><td>S</td><td>Commercial Business</td></tr> <tr><td>S</td><td>Governance Framework</td></tr> <tr><td>S</td><td>Business Improvement</td></tr> <tr><td>S</td><td>Leasing</td></tr> <tr><td>S</td><td>Contract Management</td></tr> <tr><td>S</td><td>Property (Buildings and Facilities) Operations</td></tr> <tr><td>S</td><td>Finance Services</td></tr> <tr><td>S</td><td>Information Technology</td></tr> <tr><td>B</td><td>Intergovernment Relations – CSD</td></tr> <tr><td>B</td><td>Commercial Business</td></tr> <tr><td>B</td><td>Business Continuity</td></tr> <tr><td>B</td><td>Financial Appraisals</td></tr> <tr><td>B</td><td>Internal Audit</td></tr> <tr><td>B</td><td>Legal Services</td></tr> <tr><td>B</td><td>Corporate Performance & Management</td></tr> </tbody> </table>	SBPO	Accountability	S	Intergovernment Relations – CSD	S	Corporate Performance a& Reporting	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	B	Commercial Business	B	Business Continuity	B	Financial Appraisals	B	Internal Audit	B	Legal Services	B	Corporate Performance & Management
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Key Performance Indicator 2024/2025	Evidence/Comments	●●●
In time for the 24/25 financial year manage the SRV process – in line with IPART	Council resolved not to proceed with an SRV.	n/a
Assist the CEO to harvest synergies with other Councils	Engaging with Edward River Council in integrating Council ERP with DPE Planning Portal. Early engagement also on the Compliance module. No further progress made 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.	●
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.	●
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.	●
Identify and commence the process of implementing automation for software systems.	Given the focus of implementing the new ERP system, there is very little further capacity within the organisation to undertake additional automation projects. Some initial work is being undertaken to review Robotic Process Automation (RPA). Current automation initiatives are limited to what can be implemented within the TechOne ERP system.	●

PART A: Section Accountabilities and Team Roles

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>

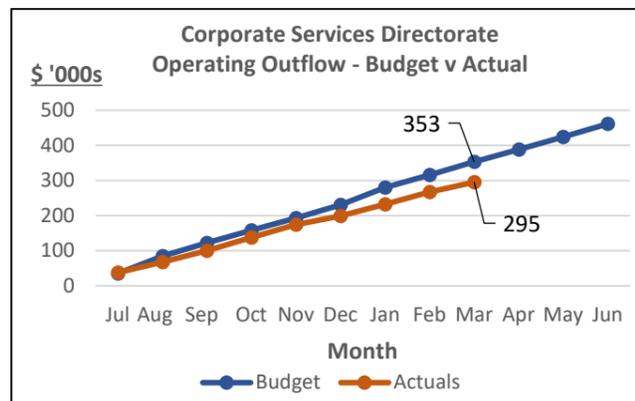
PART B: 4 Year Delivery Program and 1 Year Operational Plan



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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	<div style="display: flex; justify-content: space-around; width: 20px;"> ● ● ● </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.	●
Theme 2 – Goal 2 – Continue to be a trusted an 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.	●
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.	●
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.	●

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 measures incorporated into budget process Revenue side measures to be discussed with Councilors on an annual basis Advocacy on restoration of FAGs to 1% of GST	Work out and present to Councilors 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.	●●●

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.**

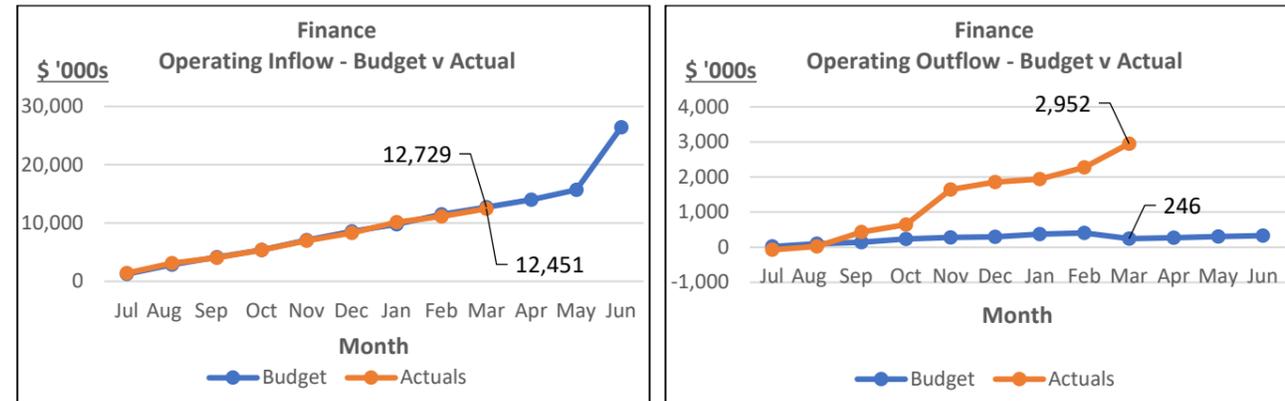
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Chief Financial Officer	Management Accountant	Financial Controller	Coordinator Financial Operations	Rates Coordinator/Revenue Officer																																																																																																																																																
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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	● ● ●
March 2025	Interim Audit	Audit Office – Interim Audit was completed last week in March 2025 and reporting is expected to be issued in early 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 reviewed by ELT and Council.
- 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 has been completed by our external auditors, and we are waiting for the close out report.
- Vacant Finance Officer Position has been filled, and successful applicant will commence with Council on the 22 April 2025.

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 filled, and successful applicant will commence with Council on the 22 April 2025. This is a critical role that support the Finance Controller to complete reporting, audit and backup to Account Payable/Receivable.	● ● ●

			Funding applications for round 2 have been submitted to the OLG for three finance trainees under their new funding initiatives. Council. If successful these three trainees will be supported by the Rates, Finance and Payroll sections within the Finance Services Department. 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.	●
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.	●

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 have been completed by budget officers. All operational and capital expenditure is currently being reviewed by ELT and Council
- The 2024-25 Interim audit has been completed by our external auditors, and we are waiting for the close out report.
- Vacant Finance Officer Position has been advertised and closes on 20 February 2025. The successful applicant has been appointed and will commence with Council on the 22 April 2025. This is a critical role that support the Finance Controller to complete reporting, audit and backup to Account Payable/Receivable.

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.

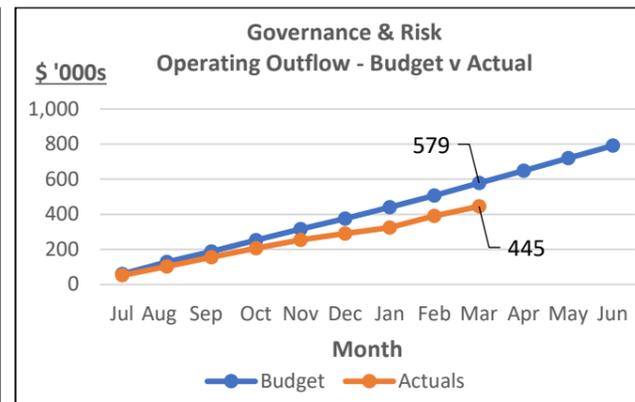
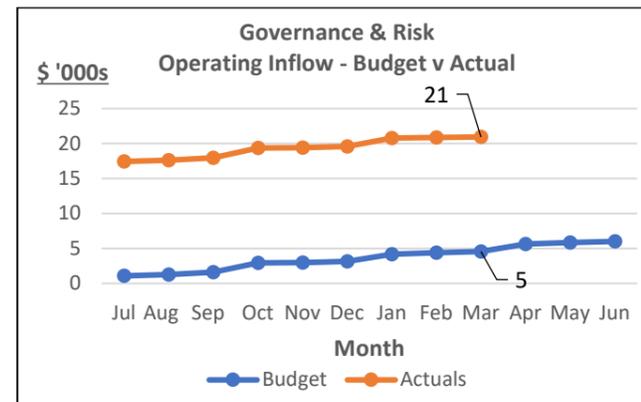
Accountabilities

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

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

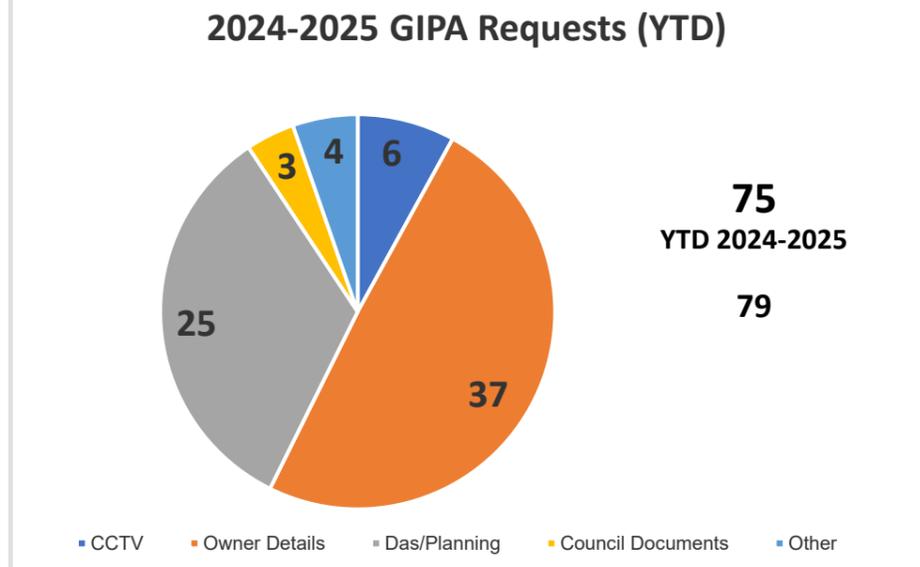
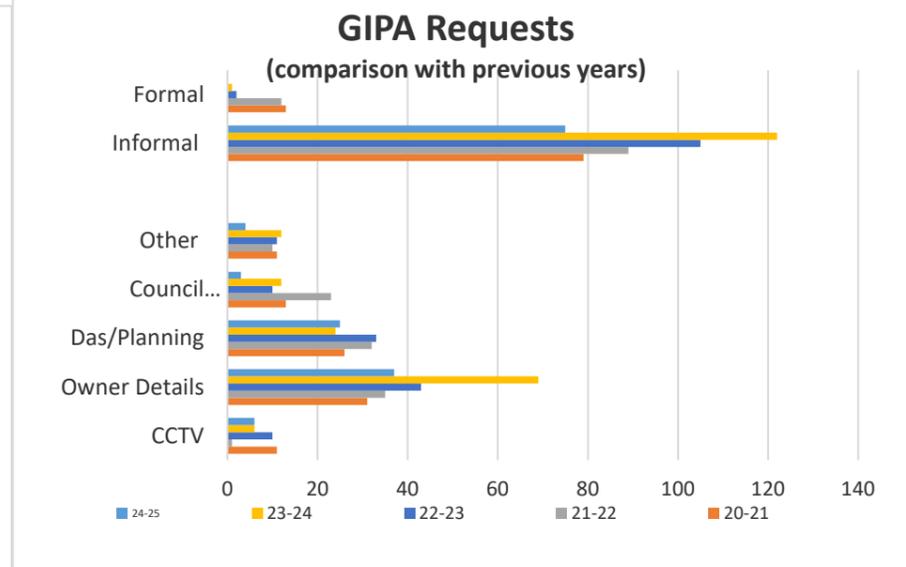
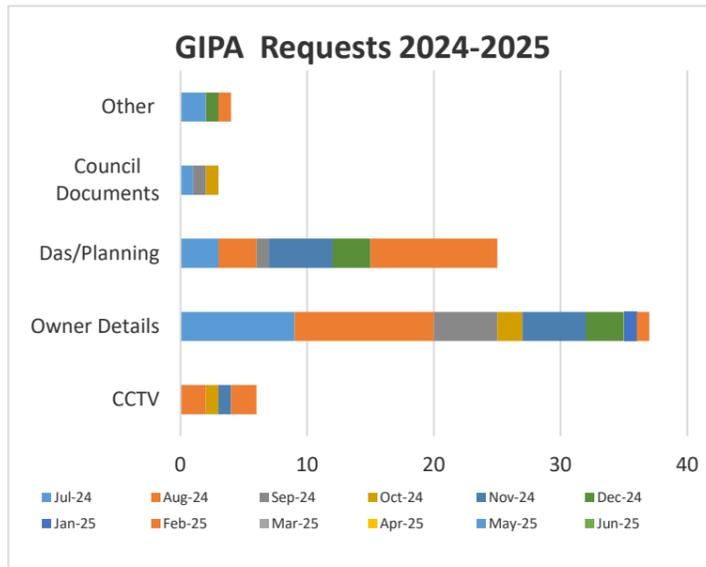
PART E: Business as Usual

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 same PID Audit – completed Annual Report – reporting to the Community Strategic Plan (CSP) for 2023-2024 completed Annual Report – presented and approved by Council at November Meeting Code of Conduct Report – presented to Council Secondary Employment Register – updated to include any potential Christmas work by employees over the closedown period Gifts and Benefits Register – updated to include Christmas gifts received Disclosure of Interest Returns for new Councillor – tabled at Council Meeting Disclosure of Interest Returns – being prepared for publishing on the website Related Party Returns for new Councillor – submitted and filed Tender for Governance & Risk Software – tender closed/ supplier demonstrations competed 	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 10px; height: 10px; background-color: red; border-radius: 50%; margin-bottom: 5px;"></div> <div style="width: 10px; height: 10px; background-color: yellow; border-radius: 50%; margin-bottom: 5px;"></div> <div style="width: 10px; height: 10px; background-color: green; border-radius: 50%; margin-bottom: 5px;"></div> <div style="width: 10px; height: 10px; background-color: green; border-radius: 50%;"></div> </div>
Establish a framework for assessing and managing risk and ensure identified risks and mitigation strategies are documented & are actions follow-up.	MGR	<ul style="list-style-type: none"> Risk Register – Strategic section reviewed/updated – consultation later in 2024 Risk Register – Operational section is being reviewed / updated 	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 10px; height: 10px; background-color: green; border-radius: 50%;"></div> </div>

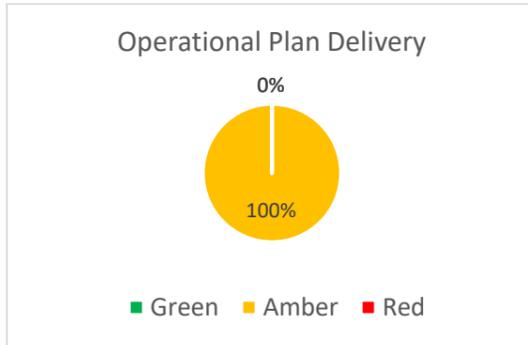
Establish adequate insurance cover for Council activities, in consultation with operational managers.	MGR	<ul style="list-style-type: none"> ▶ Insurance Policies for 2024-2025 have been finalised ▶ 2024-2025 Certificates of Currency – available in CM9 ▶ Insurance Renewals – received and currently populating the questionnaires – Completed 	●
Manage and develop Policies and Procedures	MGR	<ul style="list-style-type: none"> ▶ Employment Lands Strategy - on public exhibition ▶ Arts and Culture Strategy 2024-2034 – adopted ▶ Parks and Open Space Strategy – adopted ▶ Water Strategy – noted by Council ▶ Community Financial Assistance Policy – adopted ▶ Volunteer Policy – adopted ▶ Quality Policy – adopted ▶ MRC NBN Digital Plan - adopted ▶ Public Art Policy – adopted ▶ Plaques and Memorials Policy – reviewed and readopted ▶ Graffiti Policy – reviewed and readopted ▶ Withdrawal of Development & Other Applications - Refund of Fees Policy – reviewed and readopted ▶ Citizenship Ceremonies Dress Code Policy – rescinded ▶ Procurement Policy – draft adopted and placed on public display ▶ Corporate Credit Card Policy – decision deferred ▶ Fraud and Corruption Policy – draft adopted and placed on public display ▶ Data Breach Policy – draft adopted and placed on public display ▶ Community Financial Assistance Policy – draft adopted and placed on public display 	●
Develop, maintain and report on Council’s suite of Corporate registers	MGR	<ul style="list-style-type: none"> ▶ 2023-2024 Related Parties – finalised ▶ 2024-2025 Secondary Employment returns – approved (process on-going) ▶ 2023-2024 Disclosure of Interest Returns – received and filed ▶ New Councillors returns received ▶ Informal GIPA requests YTD – 75 ▶ Formal GIPA requests YTD – 0 	●
Facilitate the Audit & Risk Committee function of Council	MGR	<ul style="list-style-type: none"> ▶ 2023-2024 ARIC Annual Report – commenced ▶ Meeting held 5 August 2024 ▶ ARIC Joint Chairpersons appointed ▶ ARIC Independent Committee Member – currently being advertised ▶ 1st ARIC Meeting – 3 March 2025 	●
Provide support & guidance to the Mayor and Councillors on their statutory obligations as elected officials	MGR	<ul style="list-style-type: none"> ▶ Political Donations Forms – distributed to Councillors ▶ Preparing for the Council elections – 14th September 2024 – elections finalised / New Councillor known ▶ Preparing for the 1st Council meeting of the new Council – October 8 	●
Managing the legal services relationships.	MGR	<ul style="list-style-type: none"> ▶ Accountability under review - due to the employment of the Chief Legal Counsel 	●



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>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>P</td><td>IT Asset Procurement</td></tr> <tr><td></td><td>P</td><td>Existing network systems and corporate business applications</td></tr> <tr><td></td><td>P</td><td>SCADA</td></tr> <tr><td></td><td>P</td><td>IT Security Systems</td></tr> <tr><td></td><td>B</td><td>Public Access Systems</td></tr> <tr><td></td><td>B</td><td>IT Networks</td></tr> <tr><td></td><td>B</td><td>Printing Services</td></tr> <tr><td></td><td>B</td><td>IT Support</td></tr> <tr><td></td><td>B</td><td>IT System Software & Hardware</td></tr> <tr><td></td><td>B</td><td>Community Safety</td></tr> <tr><td></td><td>B</td><td>Portable Assets</td></tr> <tr><td></td><td>B</td><td>Communication Towers & Radio Controls</td></tr> <tr><td></td><td>B</td><td>Point of Sale</td></tr> <tr><td></td><td>B</td><td>IT System Administration</td></tr> <tr><td></td><td>B</td><td>IT Asset Procurement & Disposal</td></tr> <tr><td></td><td>B</td><td>IT – Product Development</td></tr> <tr><td></td><td>B</td><td>Internal Phone and Internet Services</td></tr> <tr><td></td><td>B</td><td>IT Cabling</td></tr> <tr><td></td><td>B</td><td>Library Management Systems</td></tr> <tr><td></td><td>O</td><td>Cyber Security</td></tr> <tr><td></td><td>O</td><td>Printing Services</td></tr> <tr><td></td><td>O</td><td>IT Asset Disposal</td></tr> <tr><td></td><td>O</td><td>Library Systems</td></tr> <tr><td></td><td>O</td><td>IT Systems</td></tr> <tr><td></td><td>O</td><td>IT Infrastructure & Support to MBI</td></tr> </tbody> </table>	Number	SBPO	Accountability		P	IT Asset Procurement		P	Existing network systems and corporate business applications		P	SCADA		P	IT Security Systems		B	Public Access Systems		B	IT Networks		B	Printing Services		B	IT Support		B	IT System Software & Hardware		B	Community Safety		B	Portable Assets		B	Communication Towers & Radio Controls		B	Point of Sale		B	IT System Administration		B	IT Asset Procurement & Disposal		B	IT – Product Development		B	Internal Phone and Internet Services		B	IT Cabling		B	Library Management Systems		O	Cyber Security		O	Printing Services		O	IT Asset Disposal		O	Library Systems		O	IT Systems		O	IT Infrastructure & Support to MBI	<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 border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <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> </tbody> </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 border="1"> 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Process</td></tr> <tr><td></td><td>O</td><td>Maintain Work Processes in keeping with Changing Work Practices</td></tr> <tr><td></td><td>O</td><td>Maintain System Set-up</td></tr> <tr><td></td><td>O</td><td>Administer System User-Access</td></tr> <tr><td></td><td>O</td><td>Provide First Level Help Desk Support</td></tr> <tr><td></td><td>O</td><td>Liaise with relevant Software Vendors and Service Providers</td></tr> <tr><td></td><td>O</td><td>Support Staff Training Activities</td></tr> <tr><td></td><td>O</td><td>TechnologyOne Post Implementation System Administration</td></tr> <tr><td></td><td>O</td><td>TechnologyOne Post Implementation Access Control</td></tr> <tr><td></td><td>O</td><td>Coordinate Systems Testing</td></tr> <tr><td></td><td>O</td><td>Liaise with relevant Software Vendors and Service Providers</td></tr> <tr><td></td><td>P</td><td>Support Systems Implementations</td></tr> <tr><td></td><td>P</td><td>Support Systems Upgrades</td></tr> <tr><td></td><td>P</td><td>Coordinate 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all systems Provide advice on and coordinate business processes and workflows to facilitate business improvement.</p> <p>Develop software training materials and keep them updated using vendor generated materials where available.</p> <p>Co-ordinate and deliver software induction and follow up training, to ensure staff are familiar with the operations and use of the relevant systems.</p> <p>Accountabilities</p> <table border="1"> <thead> <tr> <th>Number</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <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> 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PART B: 4 Year Delivery Program and 1 Year Operational Plan

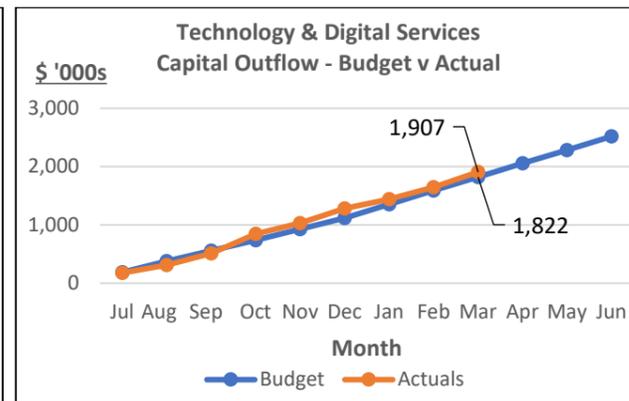
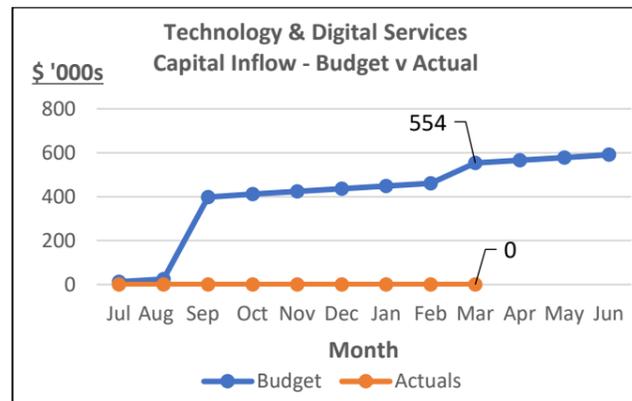
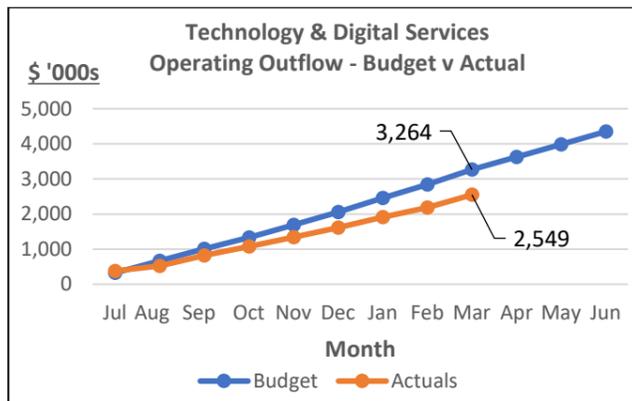


Under the 4 year Delivery Plan, the Technology and Digital Services section relates to: Adequate and appropriate ICT underpins all aspects of a local government's work. It is integral to the delivery of local government services: from the provision of information and advice, to providing better analysis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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
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 - 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. 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. Network Upgrades: Completed. Actions from the review to be integrated with security upgrades into a single schedule of works. Security Review: Completed. Actions from the review to be integrated with network upgrades into a single schedule 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 schedule 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.									

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



PART D: Project Status

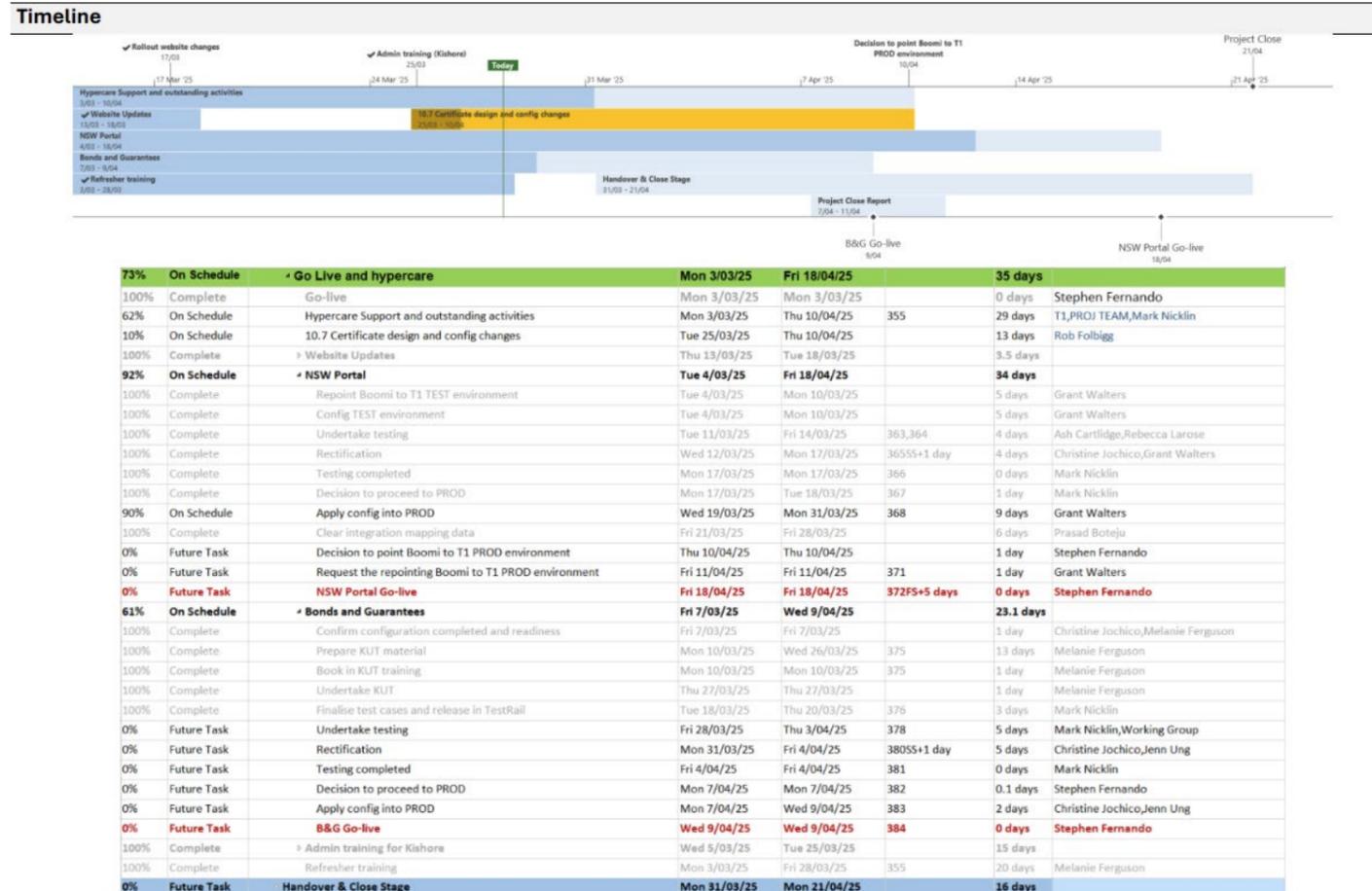
TechnologyOne Project Status at the end of MARCH

Project Status Report: TechnologyOne - PnR Implementation REL 2

Project Manager:	Mark Nicklin	RAG Status	Green
Project Progress			Overall 99% Complete
Stages	Progress	Status	Finish Date
Go-live	100%	Completed	3/03/25
Website Changes	100%	Completed	17/03/25
NSW Portal	90%	Green	18/04/25
Bonds & Guarantees	40%	Amber	9/04/25
Hypercare Support	65%	Green	10/04/25
Handover & Close	0%	Not started	30/04/25

The project status is GREEN, The system has been cutover and gone live, we are in hyper care mode but the systems have been working well. The team is working through a spike in issues caused by migrating old reports from JIRA, with Shai, Pratik, and Helen actively resolving them. Helen is focused on configuration tasks and is available on specific days, while Romelyn will assist temporarily. The goal remains to close out the project by **10 April**, with handover to support. A key meeting is set for **14 April** to finalise portal activation and document NSW Portal errors. Testing, particularly by Jobin on bonds and guarantees, is ongoing and could affect final timelines. Training and communication are in progress, with survey results due **17 April**. Planning has started for future request management work, and Rob is progressing updates on Trapeze and iArchive.

Project Timeline:



Project Status Report: TechnologyOne – ECM PnR

Extra training being provided to Development Services team, Lunch and Learns to be rolled out as well, covering specific topics.

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

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

<u>ICT PROJECTS Status at the end of MARCH</u>			●	●	●
#	PROJECT	COMMENTS			
1	Parallels decommissioning	Ongoing – Need to wait for Compliance module in TechnologyOne to go live.	●	●	
2	Internet / WAN Rollout	Ongoing – Quotes are in, has been submitted as a capital bid project for Fy2026.		●	
3	Moulamein clean up records shed	Warren visited and all is in order.			●
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.		●	
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.		●	
6	Password Policy & MFA Review	New Passphrases in place. MFA rollout done. In slow process of resetting passwords with MRC staff 40 accounts remain.		●	
7	GIS Data Review	CT Investigating best practice solutions for using our GIS data.		●	
8	Moama HQ Switch Replacements	Ongoing – Hardware will be shipped in March then need to schedule install.		●	
9	Social Media Management Platform	Budget submitted for FY26.	●		
10	Meeting Rooms Review	Ongoing – Quotes being finalised with CT.		●	
11	Backups Risk & BCP/DR Review	Not yet Started – Scheduled for FY26.	●		
12	Intune Mobile Device Management & Deployment	Quote received and working through details before finalisation and acceptance.	●		

Records Team

Creation of Records

- Records captured into Content Manager (CM9)
Year 2025 (to date): **13,684** documents
- Year 2024: **59,606** documents
- Total: **780,270** documents

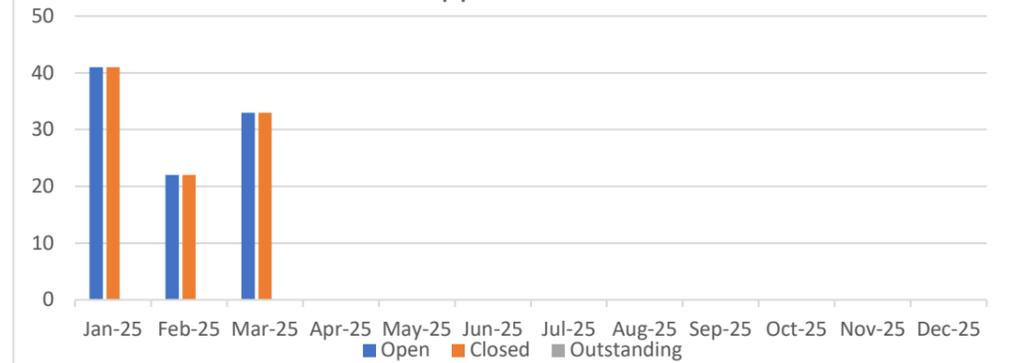
Records captured into TechOne ECM (Includes Invoices, PO's, Remittance)
Year 2025 (to date): **22,820** documents
Year 2024: **64,539** documents
Total: **239,422** documents

Archiving & Disposal

- Records Destroyed – This Year to Date: 0 documents
- Records Made Inactive- This Year to Date: **11,668** documents
- Records Custody Transferred (Permanent Archive) - This Year: 0
- Records Transferred to Off-Site Storage- This Year: 0

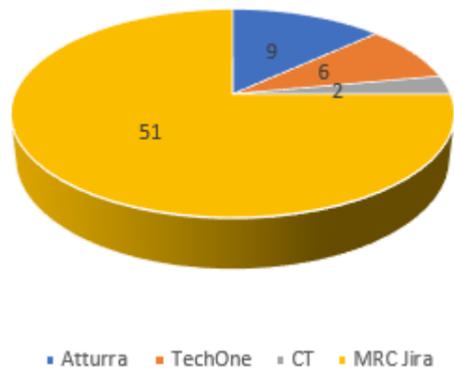
Records Destroyed – Total: 35,849 documents
Records Made Inactive- Total: **473,156** documents
Records Custody Transferred (Permanent Archive) - Total: 7 files
Records Transferred to Off-Site Storage- Total: 7 Files

CM9 Support Tickets 2024

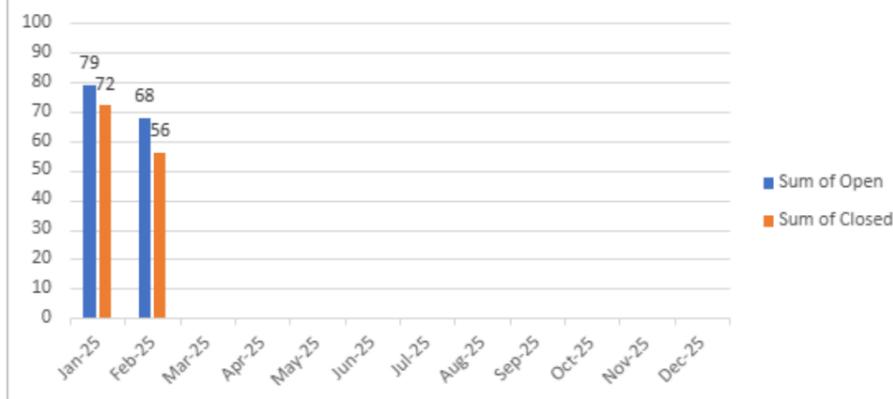


Software & Systems Team

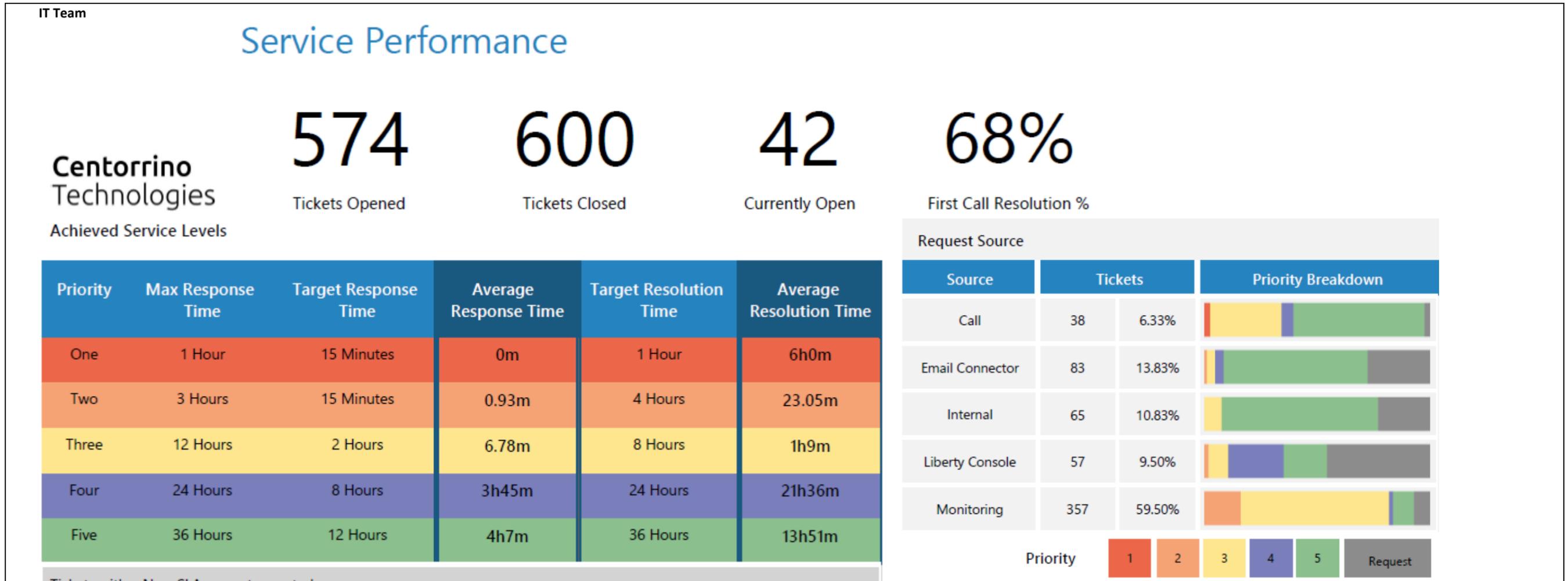
Tickets Resolved in Feb 25



System Support 2025



- 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.



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.	●●●

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 March focusing on IT contract renewals with our contracted partners that has to go to council resolution. Making sure the new contracts expiry align with our going to tender in 2027. Doing work to lower the budget and make possible scenarios to cut some items of the plan. Finishing all ICT policies and they have been submitted to ELT, including an AI policy.

CIO has also been on leave, so no major changes were done have been done but, In the background, we have done major preparations to securing our SCADA water network & CCTV network, these are due to be rolled out in April. We have also secured our wireless networks across council, the staff / corporate network now requires your username and password to connect to the WiFi, and now when an account is disabled you can no longer connect to the Staff WiFi. This resolved an issue where ex employees who knew out WiFi password, could go to council grounds and try to connect into our network.

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. Provide an information and Advisory role to the rest of the organisation on the above. Manager Strategic Assets will also ‘map’ the 10-year financial plan, to not only ‘join the dots’ but make sure there is enough money to pay for it at the time the Projects are planned for. The keeper of all information related to our assets including Developing, Maintaining the Asset Register MRC has 35 Asset types dispersed across the organisation. The Assets team provide an advisory and information role to the Business Managers in the organisation. They provide a one stop shop for all information capture about all our assets including what they are, how many we have, what they are valued, what condition they are in, how long they will last, what we should be spending on them and when. This assists Business Managers to work out what & how to categorise assets so at budget time listing and getting approval for ‘cluster’ business cases becomes easier. Other requirements of the Strategic Assets team include Management of GIS/Mapping, Maintenance Management and Addressing systems and data, Road Naming, Gazettal’s and Closures.</p>	<p>The primary objective of the if the Asset Systems Coordinator to manage the systems and data associated with Murray River Council Assets, GIS, Maintenance Management and Rural Addressing. 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. 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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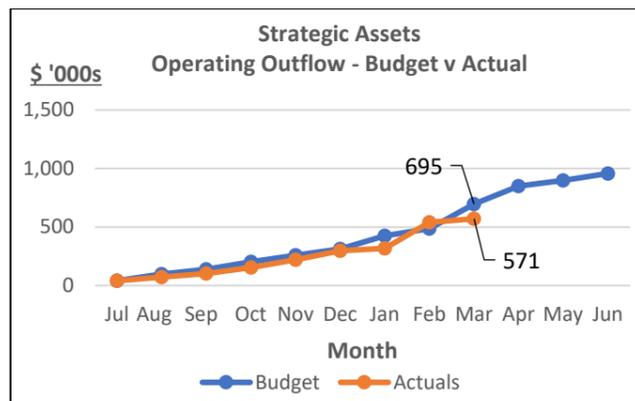
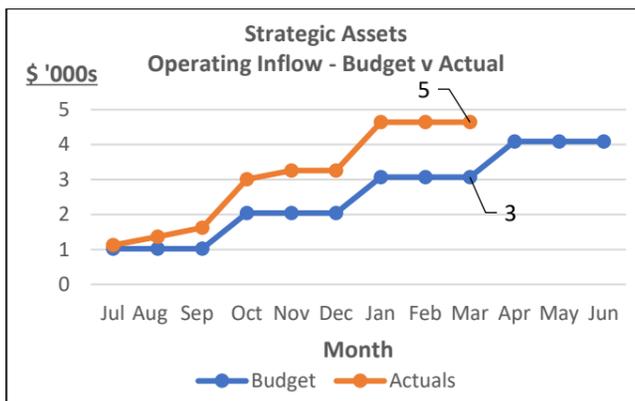
PART B: 4 Year Delivery Program and 1 Year Operational Plan



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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				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 314 referrals provided in the Month of March.	●
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	●

PART C: Financial Outcomes



PART D: Project Status

PART E: Business as Usual

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	
Asset Management Strategy Update (2025-2029)	BAU			80%	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 May 2025, following adoption of new CSP.	●●●
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.	●●●
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.	●●●
2024/2025 Revaluations	BAU			100%	Comprehensive asset revaluation of Buildings, Land and Waste assets (as at 30 June 2025). External valuer appointed. Data collection and cleaning complete. Onsite inspections complete. Final valuation reviewed and Final received. All data provided for interim Audit in March 2025.	●●●
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.	●●●
Aerial Imagery Capture	\$421,000	\$212,135	-	95%	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.	●●●

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)

Final revaluation of Buildings, Land and Waste assets complete, awaiting signoff from 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 314 referrals provided in the Month of March.

PART A: Director Accountabilities and Key Performance Indicators

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

Key Performance Indicators 2024/2025	Evidence/Comments	
By June 2024 Prepare an Economic Development Strategy and Employment Lands Strategy	<p>Economic Development and Tourism Strategy – completed, implementation underway 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 –website is live and being promoted • 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 event • Workforce Attraction Plan– Implementation underway <p>Employment Lands Strategy – strategy under development 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. 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.</p> <p>Meninya Street 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 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>	●●●
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. 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>	●
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. 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. EMT closed doors 30 June 2024.</p> <p>MRC and Campaspe Shire are working jointly to deliver destination marketing for brand Echuca Moama.</p>	●

	<p>Economic Development teams from both Councils worked together to deliver the Campaspe Murray Business Awards program.</p> <p><i>March 2025</i> <i>Economic Development teams from MRC and CSC continue 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>	
<p>By Sept 23 oversee the consultation of the Revenue Taskforce.</p>	<p>Chris Godfrey commenced in the role of Strategic Property Specialist. Council to determine opportunities as part of Sustainable MRC. Working with SPS on various projects across the LGA.</p>	●
<p>Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regional issues and policies.</p>	<p>Current advocacy work:</p> <ul style="list-style-type: none"> • <i>Meeting with LGAs across Southwest Rez and EnergyCo continue</i> • <i>VNI West Community Consultative Group Meetings continue</i> <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 Submission • On-going face to face GP services in Barham • Funding 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; <ul style="list-style-type: none"> -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 connectivity • Submission to the Inquiry into insurers' responses to 2022 major floods claims • Renewable 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>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. • River Country Art Trail project progressing well • DCED regular meetings with CEO Campaspe Port Enterprise • DCED and MEDT regular meetings with relevant Managers and Directors at Campaspe Shire Council and other neighbouring Councils • Staff continuing to work with Campaspe Shire staff and industry to progress destination marketing for Echuca Moama, following the closure of Echuca Moama Tourism. • Various events were supported during January 2025 <p><i>MARCH</i></p> <ul style="list-style-type: none"> • <i>Distributed Community, Business, and Visitor newsletters, highlighting grant opportunities, upcoming events, business resources, and local success stories (e.g. Murray Darling Scenic Flights).</i> • <i>Promoted the Campaspe Murray Business Connect networking event (40+ registrations), with targeted email campaigns and ongoing marketing.</i> 	●

	<ul style="list-style-type: none"> Supported the planning and delivery of community and business events including River Daze (Barham), Wakool Show & Sheep Races, and NextGen Connect’s upcoming resilience event. Progressed tourism development initiatives, including an Indigenous tour at The Pollack with Uncle Ron and Western Murray Land Improvement Group, and early NAIDOC Week engagement with South West Arts and local schools. Advanced public art and placemaking projects as part of the River Country Art Trail, with artwork underway in Moulamein (Heesco) and nearing completion in Barham (Gus Eagleton). Delivered the “Grants Guy” workshops in Moulamein and Barham, providing grant-writing support to community groups, with strong interest in future capacity-building sessions. Facilitated the Museum Workshop “Murray River Collections and their Keepers,” supporting heritage groups with exhibition planning and interpretation—advancing the Arts and Culture Strategy. Initiated the Autumn-Winter regional tourism campaign across Facebook, Instagram, YouTube, and Google Ads; March social media reached over 125,000 users on Facebook alone. Continued to grow and promote the Live, Work, Invest website and directory, with new business success stories and increased social engagement. Progressed multiple grant applications across environmental, tourism, infrastructure, and community programs, submitting 5 projects totalling \$605,395 and awaiting outcomes on a further 10+ applications worth \$5.25 million. Continued collaboration on regional workforce initiatives, including planning for the Skilled Migration Pathways Workshop (29 May 2025) and budgeting workshops for small businesses. Maintained regular engagement with economic development stakeholders, including Service NSW, Regional Touring, DPI, and hotel chains to explore future investment and events. <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 event Staff attended the Australian Regional Tourism Conference.3-year partnership agreement with Murray Regional Tourism Board underway Strategic delivery of visitor servicing for River Country DCED and EDO attended NSW Tourism Awards Advancement of River Country Art Trail Project. Attendance at industry networking events EMT 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 	
<p>Monitor delivery and achievement of client services, projects and initiatives. Ensure these are responsive to client and organisational needs and are well managed in a manner that meets MRC CS statutory, contractual obligations, organisational policies and MRC delivery Program.</p>	<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 NSW Council adopted Arts and Culture Strategy 	●
<p>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.</p>	<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 2024 Attendance 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 updated Regular communications sent to community via various means. 	●
<p>In relation to Economic Development:</p>		●

<ul style="list-style-type: none"> • Seek to expand our economic footprint • Advocate for the maintenance of existing industries through and post crises (emergency grants) • Positively engage with industry associations • Maintain and improve working relationships with State and Federal Government agencies and bodies. 	<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>MARCH</p> <ul style="list-style-type: none"> • <i>Marketing and promotion of the Live, Work, Invest Website is ongoing.</i> • <i>Business Success Stories filmed in 2024 continue to be released monthly with dedicated pages on the Live, Work, Invest website</i> • <i>Community & Business Directory continues to grow with business and community groups supporting the platform.</i> • <i>Live, Work, Invest Facebook Page grew 49 followers in the last 90 days – totalling 132 in total</i> • <i>Community & Business Directory continues to be promoted to businesses for increased exposure and marketing</i> • <i>Investment Attraction: EDO contacted 4 major hotel chains to promote development opportunities in Moama.</i> • <i>Budgeting for Small Business Workshop in development</i> • <i>6-weekly meetings with the Department of Primary Industries and Regional Development (NSW Government) have been implemented to discuss ongoing investment and development opportunities. The first of which took place on Wednesday, 12 March.</i> • <i>Investment Attraction: EDO contacted 4 major hotel chains to promote opportunities for development in Moama.</i> • <i>Due to high-demand, additional hard-copies of the New Resident’s Kit have been provided to local real estate agent, Charles L King with more copies on order.</i> • <i>Attended the Beacon Business Breakfast Thursday, 20 March</i> <p>Implementation of the EDTS includes:</p> <ul style="list-style-type: none"> • <i>Live Work Invest Website –website is live and being promoted</i> • <i>Murray River Council Investment Prospectus – completed and being promoted</i> • <i>Murray River Council New Residents Kit – completed and distributed, promotion underway</i> • <i>Business Networking events – Business Breakfast held 6 December – successful event</i> • <i>Workforce Attraction Plan– Implementation underway</i> • <i>Staff undertaking regular Economic Development Australia training</i> <ul style="list-style-type: none"> • DCED and MEDT attendance at National Economic Development Conference • MEDT and EDO completed accredited economic development practitioner training • Attendance at DRNSW Investment Attraction Workshop • Recovery efforts working with RA • DRNSW meetings with businesses in Murray Downs and Tooleybuc • New Ministers • ICAC Anti-Corruption Training • EDA Webinar – Smart Specialisation – focus on local key assets • Meeting with DRNSW to discuss priorities MRC • Finance for non-finance Managers training through Melbourne Business School • Meeting with AusIndustry, Port of Melbourne and ARTC to discuss rail upgrades from VIC to NSW • Meeting with Junction Rivers and VNI West Consultative Committee • Meeting with YYNC regarding development of new MOU 	
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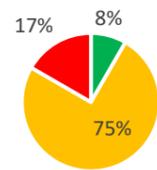
PART A: Section Accountabilities and Team Roles

	<ul style="list-style-type: none"> Investment Attraction Community of Practice (working group with EDA accredited professionals) DCED met with Department Regional NSW Attended Local Government NSW Destination & Visitor Economy Conference 	
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 surveys Further 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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PART B: 4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery



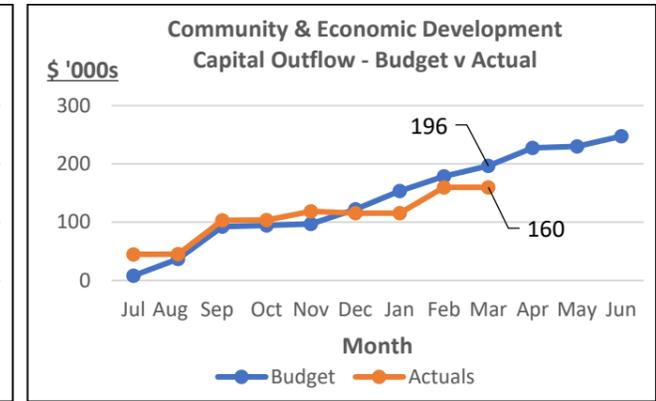
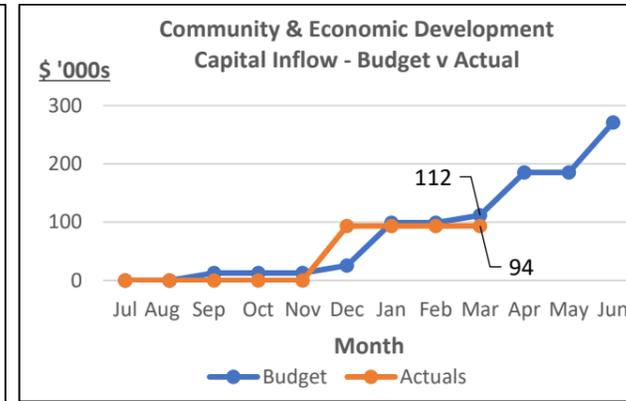
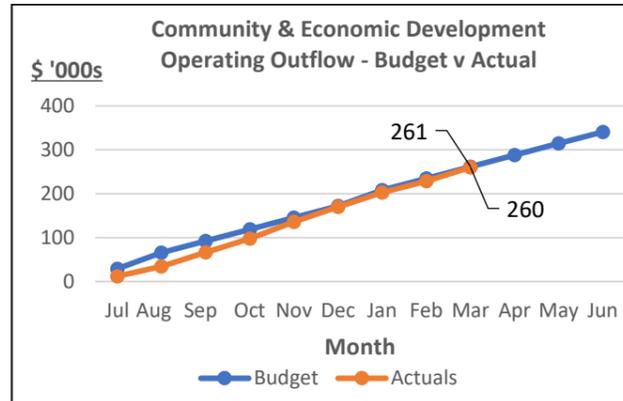
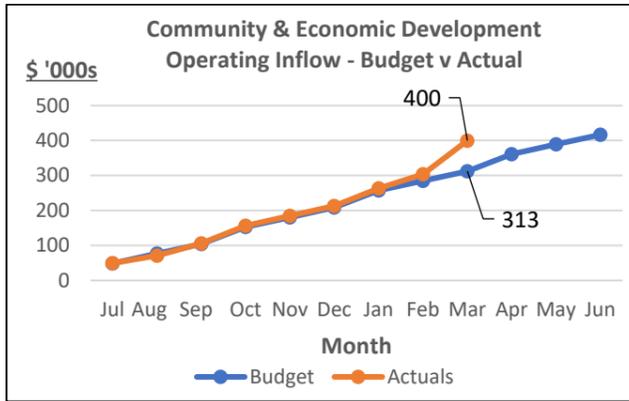
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Under the 4-year Delivery Plan, the Community and Economic Development Directorate relates to: Community development through community engagement and advocacy, Provision of community services to aged, disadvantaged and at-risk members of our communities, 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	
				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:	✓	✓	✓	✓	<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>Community Services Manager submitted EOI to participate in Murrumbidgee Aged Care Consortium.</p> <p>CHSP home maintenance vouchers will soon be available to clients for garden maintenance</p> <p>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.</p>	●
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:		✓	✓		<p>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.</p> <p>Working with Southern Cross Care with the view to reinstate an aged care model in Moama.</p> <p>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.</p> <p>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.</p>	●
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.	Advocate	(DP 5.2.2) Advocate for funding for aged care homes across the region	B: DCED P: O:			✓	✓		

(S DCED)	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, February and March 2025 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> <p><i>MARCH</i> <i>Funding to implement the Drought Resilience Plan has been confirmed.</i></p>
<p>Theme 5 – Goal 1 – Encourage and support economic development across the region. 5.4 – Investigate alternative and renewable energy</p>								
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:	✓	✓	✓	✓	<p>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. 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><i>January, February + March 2025</i> <i>Council staff continue to undertake work in this area, including having held meetings with:</i></p> <ul style="list-style-type: none"> • <i>Energy Co to discuss their proposed commissioning agreement,</i> • <i>neighbouring Councils,</i> • <i>councils in other Renewable Energy Zones seeking advice on their experiences,</i> • <i>internal staff to discuss submissions on state significant developments.</i> <p><i>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.</i></p>



PART D: Project Status

<p>Economic Development & Tourism Strategy</p>	<p>Economic Development and Tourism Strategy – completed, implementation underway 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 – <i>completed not yet promoted</i> • Promotion of local business success stories – <i>some stories have been released with more to come</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</i> • Workforce Attraction Plan – <i>implementation underway</i> <p>Employment Lands Strategy – strategy under development 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.
<p>Barham Micro Abattoir</p>	<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. • Council seeking recompense from Contractor for rectification works.
<p>Moama Lights</p>	<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.
<p>Murray Downs Industrial Land</p>	<ul style="list-style-type: none"> • Officers in continued discussions with NSW Aboriginal Land Council and Wemba Wemba LALC
<p>Section 355 Committees</p>	<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. • Instrument of Delegation successfully negotiated and signed by Mathoura Retirement 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. -Cumulative impact priorities: <ol style="list-style-type: none"> 1. Housing – supply of short-term accommodation 2. Water – potable water for worker accommodation, water treatment plant upgrades 3. Maintenance of roads, management of road verge vegetation 4. Health and community services – general practitioner shortage, hospital, mental health, nursing staff for aged care, childcare - 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 <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><i>January, February and March 2025</i> <i>Council staff continue to undertake work in this area, including having held meetings with:</i></p> <ul style="list-style-type: none"> • <i>Energy Co to discuss their proposed commissioning agreement,</i> • <i>neighbouring Councils,</i> • <i>councils in other Renewable Energy Zones seeking advice on their experiences,</i> • <i>internal staff to discuss submissions on state significant developments.</i> <p><i>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.</i></p>

PART E: Business as Usual

<p>Customer Service (See detailed Customer Service Report)</p>	<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>FEBRUARY</p> <ul style="list-style-type: none"> 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. <p>MARCH</p> <ul style="list-style-type: none"> Snap Send Solve customer response project initial rollout was completed 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 commenced in March 2025, with expected completion in April/May 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. BankWAW has made the decision to withdraw face to face banking services from Moulamein, effective 26 June 2025. Jason Clymo (Customer Service Operations Coordinator) has been awarded the LG Professionals Customer Experience Scholarship. Duress Alarms for each Customer Service centre and library are being tested, and Manager Customer Service is updating protocols and procedures. 'Unattended Children at the Library' Procedure is being created to provide clarity for staff around the extent and limitations of Council's responsibilities to library visitors. 3CX phone system functionality to receive additional functions to enable staff training, quality control, and improved reporting. Venue Bookings procedure is being reviewed to create a more streamlined approach. Staff have reported that customers are still not used to new opening days and times. Customers are arriving on days that centres are closed and/or prior to opening, and are "disgruntled". Compliment received regarding customer service officers who work on cemetery administration. <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.
<p>Community Service (See detailed Community Service Report)</p>	<p>JANUARY</p> <p>During January 2025 the Community Services team delivered the following supports: Social Support – 911 hours - Social support consists of group activities, Respite services,</p>

as well as 1:1 supports including wellness checks/phone calls and supported shopping etc.

Meals – 234

Home Maintenance – 19 hours

Home Modifications – Nil jobs completed

Transport –842 One-Way trips

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.

FEBRUARY

- 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:
 - o Transport 951 trips
 - o Social Support Individual hours 579
 - o Social Support Group Hours 672
 - o Meals on Wheels 341
 - o Home Maintenance hours 28
 - o Home Modifications \$1584.00

MARCH

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

- *Social Support – 1389 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 – 328*
- *Home Maintenance – 189 hours*
- *Home Modifications – \$2000*
- *Transport –1123 One-Way trips*

To celebrate Seniors Week, on Tuesday 18th March our Barham, Moulamein and Tooleybuc staff and clients enjoyed a day out aboard the PYAP at Swan Hill for a leisurely 1-hour cruise along the river then enjoyed lunch and a cuppa – 28 attended and was thoroughly enjoyed by all. On Wednesday 26th March our Moama and Mathoura staff and clients boarded the MV Mary Ann and enjoyed a 1.5-hour cruise up and down the river taking in the sights and enjoying a light lunch coffee and cake whilst cruising. We had 45 attendees, and the weather was amazing and everybody enjoyed socialising, seeing the river from a different view (some commenting they had never seen the old bridge from underneath!) and relaxing with on board commentary by the captain.

We farewelled Chris Dunn our Transport & Meals on Wheels Coordinator, wishing her all the very best in her retirement and thanking Chris for being part of our great team and contributions to Murray River Council for the past 13 years.

Community Services staff recently attended the Ageing Persons Expo held at the Barham Hall on Thursday March 6th. We had more than 80 attendees from our local area to gain information about Aged Care Services available to them locally. In attendance were 15 Service Providers from a wide range of services, the day was organised as a joint project with Murray Haven Homes Barham, Murray River Council Community Services and the Barham LHAC Committee. A morning tea was provided free of charge to all that attended.

The day was a great success, with lots of good feedback. We plan to host another event in 18 months.

- 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 ‘Ageing 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 Macquarie
- There have been a number of movie outings among other shopping and social activities.

	<ul style="list-style-type: none"> • 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>Community Development</p>	<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>MARCH</p> <ul style="list-style-type: none"> • <i>Advanced public art and placemaking projects as part of the River Country Art Trail, with artwork underway in Moulamein (Heesco) and nearing completion in Barham (Gus Eagleton).</i> • <i>Delivered the “Grants Guy” workshops in Moulamein and Barham, providing grant-writing support to community groups, with strong interest in future capacity-building sessions.</i> • <i>Facilitated the Museum Workshop “Murray River Collections and their Keepers,” supporting heritage groups with exhibition planning and interpretation—advancing the Arts and Culture Strategy. As part of the Country Arts Support Program funding, a total of 14 participants attended the Murray River Collections and their Keepers workshop. Attendees included members from Border Flywheelers, Friends of Old Moama, and the Moulamein Heritage Village. The workshop covered practical guidance and education on interpretative labelling, included a photo reveal of the participants’ ‘hero images’ taken by Nina O’Brien, and addressed pre-exhibition planning as well as preparedness for disaster planning. Those in attendance expressed a strong interest in continuing the momentum through a regional network meeting 1–2 times per year, which achieves an action from our Arts and Culture Strategy.</i> • <i>River Country Art Trail: Uplighting and furniture has been installed at Moama, Mathoura, Barham and Moulamein. Barham – Artist Gus Eagleton led a site and artwork tour with Barham Primary School students and local George Rathbone, offering an engaging opportunity for students to ask broader questions about public art and place. Artwork completion is scheduled for Tuesday, 1 April. Moulamein – Artwork on the Water Tower is underway, with artist Heesco making strong progress as the mural begins to take shape.</i> • <i>Staff met with local Elder Uncle Ron and the Western Murray Land Improvement Group in Barham to initiate planning for an Indigenous Tour at The Pollack Swamp. Uncle Ron provided a guided tour, sharing insights on the site’s cultural significance and potential tour inclusions. Discussed next steps to develop the project into a sustainable Indigenous tourism experience, showcasing local heritage and traditions.</i> • <i>Staff reached out to South West Arts to initiate planning and collaboration for NAIDOC Week events, engaging Aboriginal artists to deliver NAIDOC Week presentations and workshops at Wakool Burraboi Public School, Tooleybuc Central School, and Moulamein Public Schools (TBC), focusing on the 2024 NAIDOC theme: “The Next Generation: Strength, Vision & Legacy.”</i> <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 Sydney • Development 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 • 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>Economic Development (See detailed Economic Development & Tourism Report)</p>	<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>FEBRUARY</p> <ul style="list-style-type: none"> • 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 Rodengen on the development of Cadell Fault interpretive signage. • Progressed the River Country Art Trail, with installations completed or scheduled: <ul style="list-style-type: none"> o Moama – Seating and bins installed. o Barham – Art installation scheduled (3–28 March). o Moulamein – Installation moved forward (24 March–18 April). o 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. <p>MARCH</p> <ul style="list-style-type: none"> • <i>Distributed Community, Business, and Visitor newsletters, highlighting grant opportunities, upcoming events, business resources, and local success stories (e.g. Murray Darling Scenic Flights).</i> • <i>Promoted the Campaspe Murray Business Connect networking event (40+ registrations), with targeted email campaigns and ongoing marketing.</i> • <i>Supported the planning and delivery of community and business events including River Daze (Barham), Wakool Show & Sheep Races, and NextGen Connect's upcoming resilience event.</i> • <i>Progressed tourism development initiatives, including an Indigenous tour at The Pollack with Uncle Ron and Western Murray Land Improvement Group, and early NAIDOC Week engagement with South West Arts and local schools.</i> • <i>Advanced public art and placemaking projects as part of the River Country Art Trail, with artwork underway in Moulamein (Heesco) and nearing completion in Barham (Gus Eagleton).</i> • <i>Delivered the "Grants Guy" workshops in Moulamein and Barham, providing grant-writing support to community groups, with strong interest in future capacity-building sessions.</i> • <i>Facilitated the Museum Workshop "Murray River Collections and their Keepers," supporting heritage groups with exhibition planning and interpretation—advancing the Arts and Culture Strategy.</i> • <i>Initiated the Autumn-Winter regional tourism campaign across Facebook, Instagram, YouTube, and Google Ads; March social media reached over 125,000 users on Facebook alone.</i> • <i>Continued to grow and promote the Live, Work, Invest website and directory, with new business success stories and increased social engagement.</i> • <i>Progressed multiple grant applications across environmental, tourism, infrastructure, and community programs, submitting 5 projects totalling \$605,395 and awaiting outcomes on a further 10+ applications worth \$5.25 million.</i> • <i>Continued collaboration on regional workforce initiatives, including planning for the Skilled Migration Pathways Workshop (29 May 2025) and budgeting workshops for small businesses.</i> • <i>Maintained regular engagement with economic development stakeholders, including Service NSW, Regional Touring, DPI, and hotel chains to explore future investment and events.</i>
<p>Tourism (See detailed Economic Development & Tourism Report)</p>	<p>January</p> <p>River Country Art Trail update:</p> <ul style="list-style-type: none"> • 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 <p>Signage 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> <p>Marketing and Promotion 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.

	<ul style="list-style-type: none"> • 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>February</p> <ul style="list-style-type: none"> • Met with McPherson Media to coordinate the production of this year’s Visit River Country and Echuca Moama Official Visitor Guides (OVGs). • Participated in TikTok training to enhance marketing efforts and promote Visit River Country to a broader, younger audience through engaging digital content. <p>March</p> <ul style="list-style-type: none"> • <i>Autumn-Winter Campaign commenced, featuring a targeted social media (Facebook), YouTube, and Google Ads strategy, focusing on promoting tourism to River Country during the Autumn-Winter season, highlighting key attractions and events to drive visitation.</i> • <i>Continued to promote River Country and visitation across Social Media platforms including Facebook and Instagram.</i> <p><i>March Social Media Overview</i> <i>Facebook: Views: 184,487, Reach: 124,430, Content Interactions: 1,039, Link Clicks: 795, Net Follows: +83 (111 follows, 28 unfollows)</i> <i>Instagram: Views: 8,000, Reach: 1,700, Content Interactions: 386, Profile Visits: 88, New Follows: 11</i></p> <ul style="list-style-type: none"> • <i>Continued discussions with Regional Touring about the potential to bring an outdoor concert series to Moama, aiming to enhance live entertainment offerings in the region.</i> • <i>Confirmed a visit from a private operator in May to explore the feasibility of hosting a pop-up attraction across Echuca Moama during summer.</i> • <i>Met with AutoFest to discuss and support the planning of the Moama Motorama event at the Soundshell in Moama.</i> • <i>Met with the NextGen connect committee to assist with the planning and delivery of upcoming young professional social and development events</i> • <i>River Daze (Barham): Assisted event organisers with setup and facilitation of the event.</i> • <i>Met with Southern 80 to discuss promotional strategies and enhance event visibility for the Boat Show in the absence of the race.</i> • <i>Met with Kiwanis Moama 2025 to assist in the planning of the Australian Kiwanis Conference being held in Moama</i> • <i>Liaised with community groups in Wakool facilitating the Wakool Show & Sheep Races to ensure event success through marketing support and assistance.</i>
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PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

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

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.
- 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
 - 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
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
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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.

March 2025 highlights

Community Services

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

- Social Support – 1389 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 – 328
- Home Maintenance – 189 hours
- Home Modifications – \$2000
- Transport – 1123 One-Way trips

To celebrate Seniors Week, on Tuesday 18th March our Barham, Moulamein and Tooleybuc staff and clients enjoyed a day out aboard the PYAP at Swan Hill for a leisurely 1-hour cruise along the river then enjoyed lunch and a cuppa – 28 attended and was thoroughly enjoyed by all. On Wednesday 26th March our Moama and Mathoura staff and clients boarded the MV Mary Ann and enjoyed a 1.5-hour cruise up and down the river taking in the sights and enjoying a light lunch coffee and cake whilst cruising. We had 45 attendees, and the weather was amazing and everybody enjoyed socialising, seeing the river from a different view (some commenting they had never seen the old bridge from underneath!) and relaxing with on board commentary by the captain.

We farewelled Chris Dunn our Transport & Meals on Wheels Coordinator, wishing her all the very best in her retirement and thanking Chris for being part of our great team and contributions to Murray River Council for the past 13 years.

Community Services staff recently attended the Ageing Persons Expo held at the Barham Hall on Thursday March 6th. We had more than 80 attendees from our local area to gain information about Aged Care Services available to them locally. In attendance were 15 Service Providers from a wide range of services, the day was organised as a joint project with Murray Haven Homes Barham, Murray River Council Community Services and the Barham LHAC Committee. A morning tea was provided free of charge to all that attended. The day was a great success, with lots of good feedback. We plan to host another event in 18 months.

Customer Service

- Snap Send Solve customer response project initial rollout was completed 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 commenced in March 2025, with expected completion in April/May 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.
- BankWAW has made the decision to withdraw face to face banking services from Moulamein, effective 26 June 2025.
- Jason Clymo (Customer Service Operations Coordinator) has been awarded the LG Professionals Customer Experience Scholarship.
- Duress Alarms for each Customer Service centre and library are being tested, and Manager Customer Service is updating protocols and procedures.

- *'Unattended Children at the Library' Procedure is being created to provide clarity for staff around the extent and limitations of Council's responsibilities to library visitors.*
- *3CX phone system functionality to receive additional functions to enable staff training, quality control, and improved reporting.*
- *Venue Bookings procedure is being reviewed to create a more streamlined approach.*
- *Staff have reported that customers are still not used to new opening days and times. Customers are arriving on days that centres are closed and/or prior to opening, and are "disgruntled".*
- *Compliment received regarding customer service officers who work on cemetery administration.*

Local Connections

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

Meetings attending during March:

- *Barham School of Arts*
- *Moulamein Community Health*
- *Wakool Hall*
- *Friends of Old Moama*
- *Community meeting to form a band of volunteers to periodically open the old Moulamein Courthouse to visitors has been held.*
- *Girls on Fire Events:*
Two Girls on Fire events were successfully facilitated on March 17th and 18th, in collaboration with Campaspe Shire Council and Headspace. The program provided young women with hands-on firefighting and emergency response training, helping to build their confidence, leadership skills, and awareness of career opportunities in emergency services. Participants engaged in practical drills and emergency response scenarios, guided by trained personnel. The events also included discussions on community resilience, mental health support, and pathways into emergency service roles. Overall, the initiative strengthened connections between youth, emergency services, and support organisations, inspiring young women to consider careers in firefighting and other emergency response fields.
- *Seniors Events:*
Two Seniors Recovery Events were facilitated to help older community members reconnect, share experiences, and celebrate resilience in the aftermath of recent challenges. The Echuca event was held on the MV Mary Ann, offering seniors the opportunity to socialise, reflect on their recovery journeys, and access support services in a relaxed setting. Participants engaged in discussions on community resilience, local recovery initiatives, and available resources while enjoying a scenic cruise along the Murray River. A similar event took place in Swan Hill on the Pyap Paddle Steamer, where seniors gathered to share stories of resilience, reconnect, and learn about ongoing community support programs. Local service representatives attended both events to provide guidance on recovery resources, helping to strengthen community bonds in a supportive environment.
- *Grant Writing Workshops:*
Two Grant Writing Workshops were supported in Moulamein and Barham, facilitated by Keith Whelan, "The Grants Guy". These workshops aimed to equip community groups, volunteers, and local organisations with the skills needed to apply for funding to support recovery and resilience initiatives. The Moulamein workshop, held at the Moulamein Bowling Club, provided practical advice on identifying funding opportunities, structuring grant applications, and aligning proposals with funding criteria. The Barham workshop, held at Club Barham, offered similar guidance, providing participants with valuable resources, templates, and expert advice on strengthening their grant applications. Both workshops were well attended and received positive feedback, with participants expressing increased confidence in applying for grants. These workshops played a crucial role in empowering local groups, fostering community-led recovery, and enhancing long-term resilience.

Eco Dev and Tourism

- *Distributed Community, Business, and Visitor newsletters, highlighting grant opportunities, upcoming events, business resources, and local success stories (e.g. Murray Darling Scenic Flights).*
- *Promoted the Campaspe Murray Business Connect networking event (40+ registrations), with targeted email campaigns and ongoing marketing.*
- *Supported the planning and delivery of community and business events including River Daze (Barham), Wakool Show & Sheep Races, and NextGen Connect's upcoming resilience event.*
- *Progressed tourism development initiatives, including an Indigenous tour at The Pollack with Uncle Ron and Western Murray Land Improvement Group, and early NAIDOC Week engagement with South West Arts and local schools.*
- *Advanced public art and placemaking projects as part of the River Country Art Trail, with artwork underway in Moulamein (Heesco) and nearing completion in Barham (Gus Eagleton).*
- *Delivered the "Grants Guy" workshops in Moulamein and Barham, providing grant-writing support to community groups, with strong interest in future capacity-building sessions.*
- *Facilitated the Museum Workshop "Murray River Collections and their Keepers," supporting heritage groups with exhibition planning and interpretation—advancing the Arts and Culture Strategy.*
- *Initiated the Autumn-Winter regional tourism campaign across Facebook, Instagram, YouTube, and Google Ads; March social media reached over 125,000 users on Facebook alone.*
- *Continued to grow and promote the Live, Work, Invest website and directory, with new business success stories and increased social engagement.*
- *Progressed multiple grant applications across environmental, tourism, infrastructure, and community programs, submitting 5 projects totalling \$605,395 and awaiting outcomes on a further 10+ applications worth \$5.25 million.*
- *Continued collaboration on regional workforce initiatives, including planning for the Skilled Migration Pathways Workshop (29 May 2025) and budgeting workshops for small businesses.*
- *Maintained regular engagement with economic development stakeholders, including Service NSW, Regional Touring, DPI, and hotel chains to explore future investment and events.*

Grants

Round 2 of MRC Community Grants

- *Open, Closes 7 April.*
- *Assessment Panel has been nominated, Cr Bianca Hurn, Cr Neil Gorey and Cr Kylie Berryman.*

Round 1 of MRC FY26 Community Grants – To Open 1 July

Applications submitted during March, plus outcomes pending:

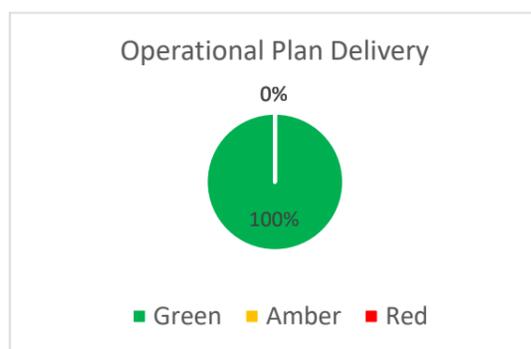
Grant Program	Project	\$ Requested	Outcome
Social Cohesion	Youth Change Makers: Leadership Against Hate (Full Day Workshop) In conjunction with all the schools, both Primary and High School in MRC LGA, for their student leaders to attend.	\$53,630	Submitted
Open Streets	Moama Street Eats - an annual food and entertainment event to be held on Blair Street, running for three years.	\$165,000	Submitted
Stream 1 EPA - Landfill Consolidation and Environmental Improvements	Koraleigh landfill Rehabilitation.	\$300,000	Submitted
Stream 2 EPA - Landfill Consolidation and Environmental Improvements	Cardboard baler and polystyrene extruder for Moama Waste Management Facility	\$64,915	Submitted
Stream 3 EPA - Landfill Consolidation and Environmental Improvements	Koraleigh Landfill Rehabilitation Design - Advisory Service to develop designs to rehabilitate the Koraleigh landfill including all technical specifications associated with the works, quality assurance, tender schedules and hold points.	\$21,850	Submitted
TOTAL SUBMITTED		\$605,395	
Regional Economic Development and Community Investment Program.	Country University Centre- Murray River Region	\$977,929	Pending
Community Building Partnerships	Upgrade to Mathoura Visitor Centre Park's public toilets, providing modern, accessible facilities for travellers and park users.	\$93,963	Pending
Local Small Commitments Allocation	Mathoura Recreation Reserve Playground Renewal	\$9,750 toward \$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
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
TOTAL OUTCOMES PENDING		\$5,253,137	

Applications submitted \$5,253,137 + Applications pending \$605,395 = **Total pending \$5,858,532**

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



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

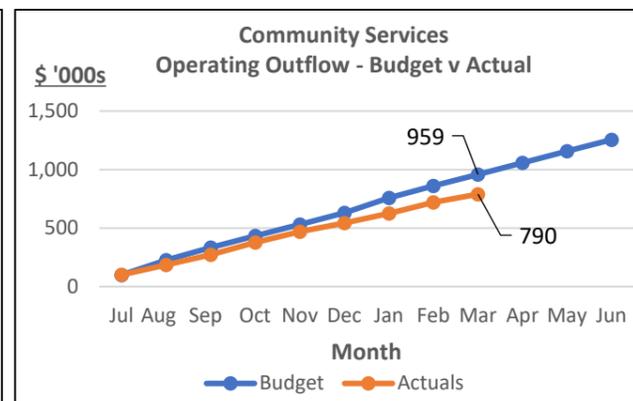
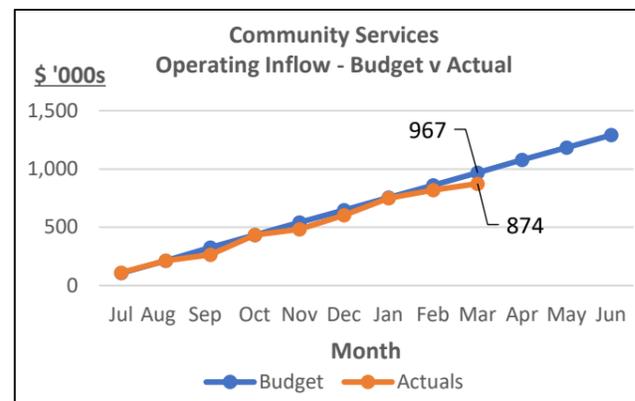
1. deliver safe, sustainable human/social services to residents through our contract agreements held by both State and Australian Commonwealth Governments.
2. identify and advocate for increased (external) services, in areas where there are evident gaps in service delivery.

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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
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		✓				

Community Health (S DCED)	Deliver	(DP 4.11.7) Develop a program to recognise and address loneliness across the Council region.	B: MCS P: MSC O: MSC			✓		
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 4.12.1) 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. (S DCED)	Advocate	(DP 6.7.1) Continued use of Community Transport Services	B: MCS P: MCS O: CHS		✓			Community Transport (CTP) is available to transport disadvantaged person in our Area's. This includes the Moulamein to 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 March 2025 the Community Services team delivered the following supports:

Social Support – 1389 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 – 328

Home Maintenance – 189 hours

Home Modifications – \$2000

Transport – 1123 One-Way trips

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)

Seniors Week 2025 – Community Services

Tuesday 18th March our Barham, Moulamein and Tooleybuc office enjoyed a day out aboard the PYAP at Swan Hill for a leisurely 1-hour cruise along the river then enjoyed lunch and a cuppa – 28 attended and was thoroughly enjoyed by all.



Wednesday 26th March our Moama and Mathoura office boarded the MV Mary Ann and enjoyed a 1.5-hour cruise up and down the river taking in the sights and enjoying a light lunch coffee and cake whilst cruising. We had 45 attendees, and the weather was amazing and everybody enjoyed socialising, seeing the river from a different view (some commenting they had never seen the old bridge from underneath!) and relaxing with on board commentary by the captain.



Farewell Chris Dunn

We farewelled Chris Dunn our Transport & Meals on Wheels Coordinator on 11th March 2025, wishing her all the very best in her retirement and thanking Chris for being part of our great team and contributions for the past 13 years to Murray River Council.

Ageing Persons Information Expo

Community Services staff recently attended the Ageing Persons Expo held at the Barham Hall on Thursday March 6th. We had more than 80 attendees from our local area to gain information about Aged Care Services available to them locally. In attendance were 15 Service Providers from a wide range of services, the day was organised as a joint project with Murray Haven Homes Barham, Murray River Council Community Services and the Barham LHAC Committee.

A morning tea was provided free of charge to all that attended.

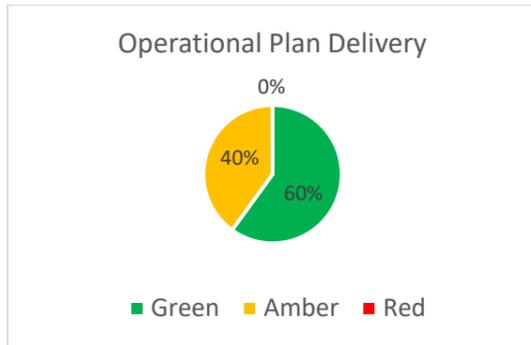
The day was a great success, with lots of good feedback. We plan to host another event in 18 months.



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

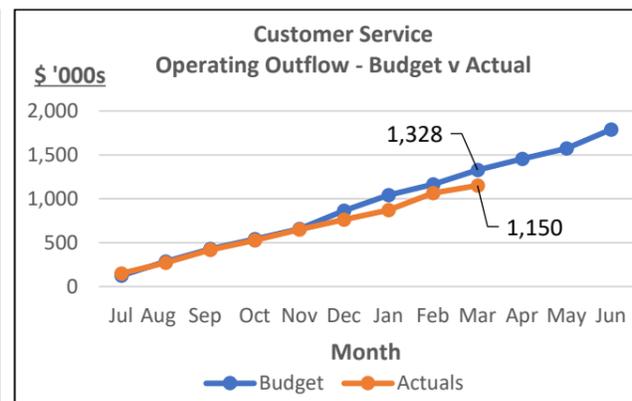
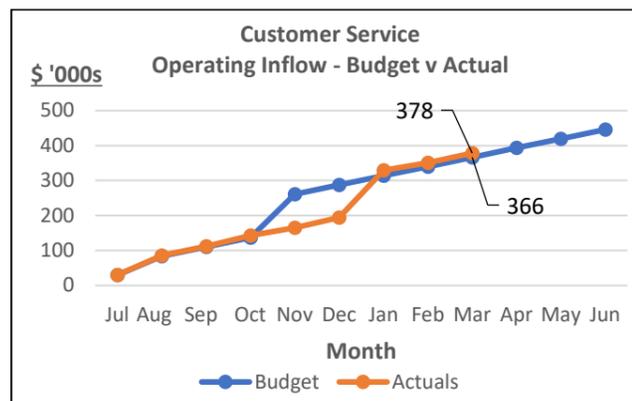


Under the 4 year Delivery Plan, the Customer Service Unit relates to: Customer Service, Library Services, Business Agencies, After Hours Call Centre. The Community and Economic Development Directorate directly oversees the delivery of these outcomes.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				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. Service NSW mobile centre provides services to outlying areas periodically. Council communicates this to communities. 	●
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	✓					●
	Deliver	(DP 2.2.2) In addition to online information capture – continue to use paper-based forms for non-tech savvy community members	B: MCUSS P: MCUSS O: CCUSS	✓					●
	Deliver	(DP 2.2.3) Develop a community access/engagement strategy including digital platforms and by phone. Implement a customer satisfaction annual survey and rating system to note service satisfaction with Council services	B: MCUSS P: MCUSS O: MCUSS		✓	✓	✓	<ul style="list-style-type: none"> Engagement and research completed. Customer experience roadmap completed. Customer Experience Strategy to be completed in FY 26/27. Voice of Customer surveys to measure satisfaction rates and track customer journey. These are conducted every month and capture at least 10% of customers who made service requests. 	●
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 to be completed in FY 26/27, once we have established our Customer Experience. This will enable us to create a Charter which will define the standards customers can expect and provide an obtainable Service Level Agreement. 	●
	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. 	●

	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 2026/2027. External Knowledge Management software identified 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 and council asset assessments. Service levels and standards for cemetery operations have been set in the Parks and Open Space Strategy. Cemetery Policy, Operational Procedure and Internal Procedure are currently under review. 	●
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. Service NSW and Services Australia continue to service the outlying areas, and notify Council the dates for this. Council communicates dates to communities. 	●
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"> Investigations of telephony software are underway. 	●

PART C: Financial Outcomes



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 have rolled out this approach to all departments that receive service requests via Snap Send Solve, including Works, Water, Waste, Compliance, Buildings & Facilities, and Parks & Biosecurity. In the coming months, we'll collaborate with the Community Engagement and Communications team to drive community awareness of the platform.

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. Works have begun on this, with expected completion in April/May 2025.*

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

BankWAW: *BankWAW has made the decision to withdraw face to face banking services from Moulamein, effective 26 June 2025. This decision was made due to a variety of factors but mainly due to declining transactions at the site and the ability to meet financial regulation requirements.*

LG Professionals Customer Experience Scholarship: *Jason Clymo (Customer Service Operations Coordinator) has been awarded the LG Professionals Customer Experience Scholarship, where he will receive complimentary registration to the Customer Experience Conference and 3 nights' accommodation in Sydney.*

WHS: *In collaboration with other affected areas, Manager Customer Service is reviewing and testing duress alarms for each Customer Service centre and library. Protocols and procedures also require updating. Customer Service Operations Coordinator is creating 'Unattended Children at the Library' Procedure to create clarity for staff around the extent and limitations of Council's responsibilities to library visitors.*

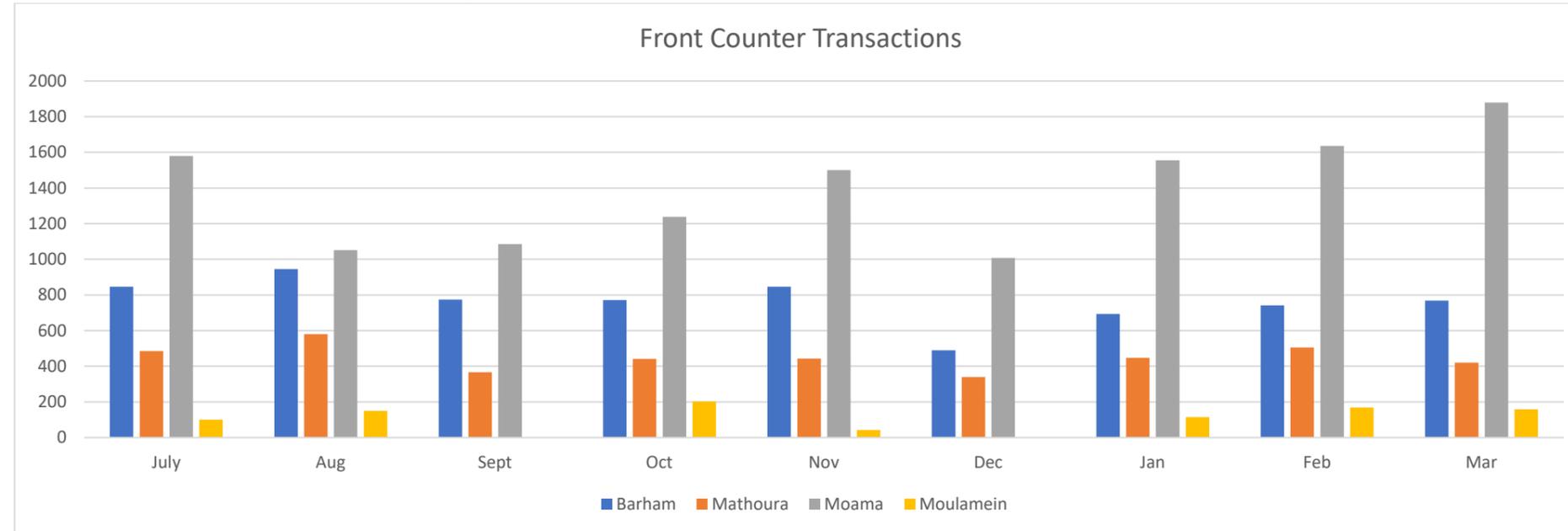
3CX phone system functionality: *Customer Service team to receive additional functions to enable staff training, quality control, and improved reporting.*

Venue Bookings: In collaboration with Manager Local Connections and Manager Parks & Biosecurity, venue bookings procedure is being reviewed to create a more streamlined approach.

Knowledge Management System: Manager Customer Service has identified suitable software that will enable Customer Service team to provide consistency across customer queries and requests, and increase first contact resolution. Currently unable to budget for this in 25/26 budget. Will liaise with Chief Information Officer around this. In the meantime, Customer Service team are utilising internal applications to create a knowledge database via SharePoint.

PART E: Business as Usual

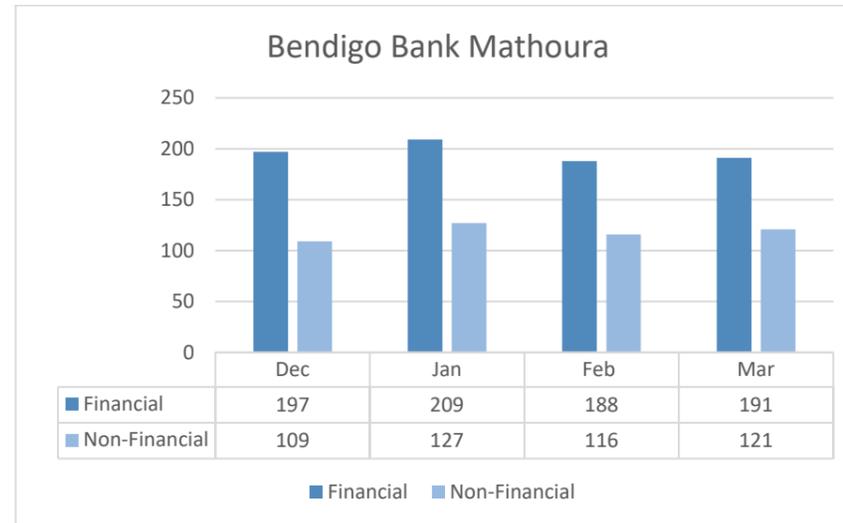
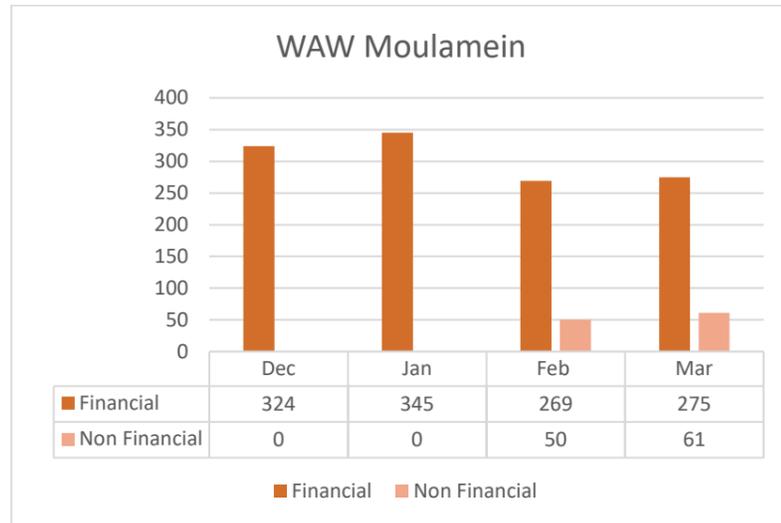
Front Counter Transactions (Excluding Bank) Statistics – Summary



March 2025:

- Moama = 1879
- Mathoura = 420
- Barham = 768
- Moulamein = 159

WAW and Bendigo Bank Monthly Transaction Statistics



WAW Moulamein

Month	Dec	Jan	Feb	Mar
Financial	324	345	269	275
Non Financial	0	0	50	61
Total transactions	324	345	319	336

Bendigo Bank Mathoura

Month	Dec	Jan	Feb	Mar
Financial	197	209	188	191
Non-Financial	109	127	116	121
Total transactions	306	336	304	312

We recorded 336 transactions for Moulamein WAW in March 2025.

We recorded 312 transactions for Mathoura Bendigo Bank in march 2025.

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 March 2025, MRC call centre had recorded 1726 answered calls for the month, and 113 unanswered calls. The average amount of answered calls per day was 82.

The After Hours call centre received 170 calls for March 2025, with 16 call outs for various matters including alarms, ranger services, drainage, potholes, break in/vandalism/damage, and water and sewer. There were 25 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 62 V/Line ticket sales in March 2025 and 34 enquiries regarding purchasing of tickets, travel times and potential journey assistance.

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	615
Finalised	535
Phone Messages	207 (included in Service Request figures)
Snap Send Solve	22 (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 2 complaints registered in CM9 in March 2025.

We also received 1 email complaint regarding the change of hours of Customer Service Centres.

Customer Service staff in Barham have also reported: “The Monday closure at Barham is still impacting the Community as we are still seeing 15-20 people calling to the door & walking away disgruntled. Face to face customers are also still providing negative feedback on the Monday closure & 10am open. Many customers want to race in & conduct business before work or at the very least first thing & then go to work. The 10am start does not allow for this anymore.” Customers have not submitted complaints to Council in relation to this.

Compliments

We received 1 compliment specifically for the Customer Service team in March 2025.

- *Compliment received regarding customer service officers who work on cemetery administration - "Thanks so much for all your help. You and your colleagues all do a great job. I really appreciated your kind, personal and efficient service."*

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 9 interments for March 2025.

Cemetery	Interment	Occupied	Vacant	Reserved
Barham	1 Burial & 2 Cremated	1355	458	61 (70 Unavailable)
Mathoura Lawn	1 Burial	176	55	1 (1 Unavailable)
Mathoura Pioneer	0	430	312	16
Moama	2 Burials & 3 Cremated	1922	1281	137 (84 Unavailable)
Moulamein	0	449	271	7
Tooleybuc	0	151	192	34

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 range of programs and events throughout March 2025, supporting early learning, digital skills, community engagement, and social connection.

Children's Programs:

- Move & Groove continued every Thursday morning from 10:30am to 11:30am, offering children a fun-filled hour of singing, dancing, storytime, and creative craft activities. Saturday Storytime on 8 March featured a themed story and mask-making craft activity, which was well received by all participants.

Community Engagement:

- On 6 March, Barham Library staff represented Murray River Council Libraries at the Ageing Expo in Barham, sharing information about library programs such as Tech Savvy Seniors, The Young Mentors Program, Be Connected digital mentoring, Book Chat, and the Home Library Service.

Author Visit:

- On 25 March, Barham Library hosted a special storytime with children's author Susea Spray, who launched her new book A Day on the Brine, accompanied by songs and a themed craft activity.

Digital Literacy:

- A new round of Tech Savvy Seniors sessions began on 19 March, with weekly sessions scheduled through to 23 April. These sessions, aimed at increasing digital confidence, were fully booked. Ongoing one-on-one Digital Help appointments also continue to be available through the library's Be Connected partnership.

Adult Programs:

- The Cryptic Crossword workshop series has been running every Friday afternoon at 1:30pm, offering participants an opportunity to improve their puzzle-solving skills while socialising over afternoon tea.

Moulamein Library: March was business as usual at Moulamein library. Our Library Assistants are working to generate interest for a new Book Club program and Story Time, to better engage parents and their young children. They are also working to better engage with the local preschool and collaborate with them on programs. Local children continue to attend regularly after school, benefiting from a range of reading and social activities.

Mathoura Library: March 2025 was also 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. Advertising for Easter Holidays activities has begun, with a range of engaging activities for kids. The Mathoura team are also working to engage the local preschool for regular Story Time sessions. New books are steadily coming in, keeping the collection fresh for local avid readers.

- **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.

SNSW Transactions 2024	Quarter 2				Yearly Target	YTD	% YTD Performance	Transactions remaining	% Target met
	GLS	OLGR	Drives	Total					
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:

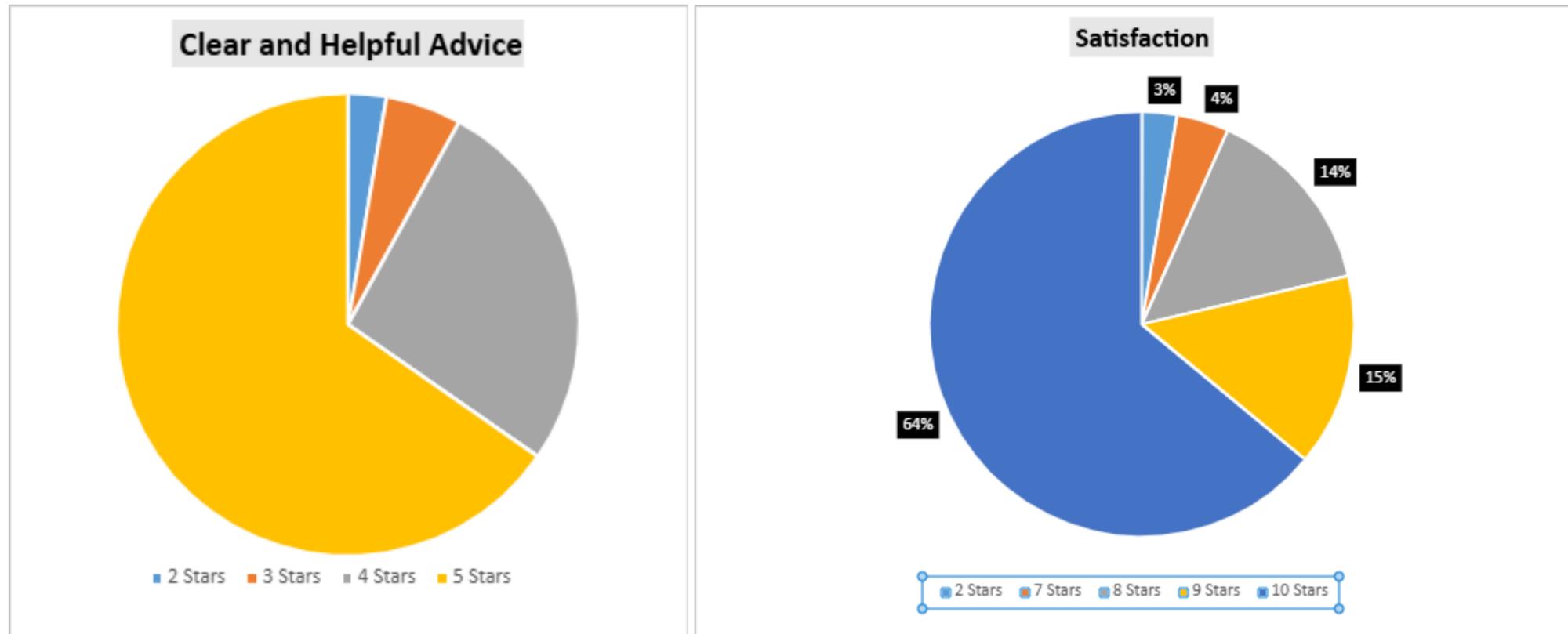
Barham	5900
Moama	18000
Moulamein	2200

These figures do not include enquiries or repeat visits for a transaction. *We're awaiting third quarter statistics from ServiceNSW.*

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 75 successful follow-up calls in March 2025. We received a score of 91% for Clear and Helpful Advice and 92.3% for Satisfaction.



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.	●●● ●

	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	●
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PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Complaint	Action Undertaken	
			●●●

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

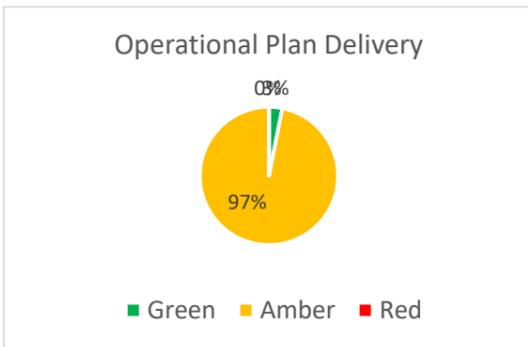
Implement a centralised knowledge management system that allows both customers and agents to easily access up-to-date, accurate information. This ensures that team members can provide consistent, informed answers quickly, and customers can self-serve with minimal frustration.

March 2025 Highlights:

- *Snap Send Solve customer response project initial rollout was completed 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 commenced in March 2025, with expected completion in April/May 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.*
- *BankWAW has made the decision to withdraw face to face banking services from Moulamein, effective 26 June 2025.*
- *Jason Clymo (Customer Service Operations Coordinator) has been awarded the LG Professionals Customer Experience Scholarship.*
- *Duress Alarms for each Customer Service centre and library are being tested, and Manager Customer Service is updating protocols and procedures.*
- *'Unattended Children at the Library' Procedure is being created to provide clarity for staff around the extent and limitations of Council's responsibilities to library visitors.*
- *3CX phone system functionality to receive additional functions to enable staff training, quality control, and improved reporting.*
- *Venue Bookings procedure is being reviewed to create a more streamlined approach.*
- *Staff have reported that customers are still not used to new opening days and times. Customers are arriving on days that centres are closed and/or prior to opening, and are "disgruntled".*
- *Compliment received regarding customer service officers who work on cemetery administration.*

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



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

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

The Strategy is based on four goals:

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

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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
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	(DP 2.1.2) Investigate subscription-based program for online community directory	B: MEDT P: O:	✓				<p><i>A Live, Work, Invest website is Live, including a Community Directory. Work to promote this is ongoing.</i></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>MARCH <i>Promotion of the online community directory is ongoing with flyers and 'sign-up' postcards in development and advertisement in all council service centres (TVs) in place.</i></p>	●
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 DCED)	Partner Advocate	(DP 2.6.3) Investigate and provide a report on relocation of the information centre in Moulamein to the Moulamein Heritage Village	B: MEDT P: O:		✓			Economic Development and Tourism staff regularly consider how to best provide visitor information, across the Council area.	●
	Deliver, Partner, Advocate	(DP 2.6.6) Investigate and undertake a business case for creating a Community Directory including 1. housing or 'New to town' concierge service Trades directory	B: MEDT P: O:		✓			<p>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.</p> <p>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.</p> <p>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.</p>	●

								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.	
	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 Club • Moulamein Racing Club • Tooleybuc Manangatang Football Netball Club • Tooleybuc Cricket Club 2 newsletters were distributed and included: <ul style="list-style-type: none"> • 5 September 2024 – five grant opportunities • 20 September 2024 – six grant opportunities Direct emails with grant opportunities were also sent to: <ul style="list-style-type: none"> • Echuca Moama Field and Game • Tooleybuc Manangatang FNC • Tooleybuc Cricket Club • Cumeragunja 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 October • 15 October – Community Newsletter including 4 grant opportunities • 25 October – November Visitor Newsletter promoting events, activities and things to do in November • 28 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	●

								<p>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.</p> <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. 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 opportunities 14 January: Business Newsletter promoting business news, resources, webinars, events, grants and opportunities 23 January: Visitor Newsletter promoting activities, events, and things to do in February <p>FEBRUARY</p> <ul style="list-style-type: none"> 28 February: Community Newsletter including 4 grant opportunities (plus MRC Community Grants up to \$3,000) 20 February: Business Newsletter highlighting upcoming business events, Moama dental success story and 5 grant opportunities 28 February: Targeted EDM promoting Grants Guy Roadshow 26 February: Visitor newsletter promoting local attractions, events and things to do in March <p>MARCH</p> <ul style="list-style-type: none"> 25 March: Targeted EDM announcing Campaspe Murray Business Connect Event 28 March: Business Newsletter including business success story on Murray Darling Scenic Flights, various resources and skill development opportunities plus 5 grant opportunities. 28 March: Community Newsletter including notice of Council's Access and Inclusion Advisory Committee commencement, Community Grant Recipient Story, Events, Grant Workshop and 5 Grant Opportunities 31 March: Visitor newsletter promoting things to do in April 	
		(DP 2.8.3) Further develop partnerships with local community groups to implement community driven projects	B: MCE P: MCE O: MCE	✓	✓	✓	✓	<p>ONGOING Staff regularly provide information and support to community groups to support their projects.</p> <p>JULY 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 Grants Officer supported the following Community Groups to further projects:</p> <ul style="list-style-type: none"> Border Flywheelers Friends Of Old Moama Echuca 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: 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.</p>	

<p>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 Club • Moulamein Racing Club • Tooleybuc Manangatang Football Netball Club • Tooleybuc 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. • 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</p> <p>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:</p> <p>Grants Officer meet with and supported the following Community Groups to assist with grants and to further projects:</p> <p>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 																

					<ul style="list-style-type: none"> • 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</p> <p>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> <p>Key Activities:</p> <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. <p>Photos from Australia Day Celebrations:</p>
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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.



Mathoura Event:

- 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





Moulamein Event:

L-R Mayor Cr. John Harvie, Sportsperson 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.



Mayor Cr John Harvie and Australia Day Ambassador Gwenda Darling with assistance dog Redleigh.



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.

- **Moulamein Workshop:** Scheduled for **Tuesday, 26 March**, at the Moulamein Bowling Club.

								<ul style="list-style-type: none"> • Barham Workshop: Scheduled for Wednesday, 27 March, at CluBarham. These workshops aim to equip local groups and individuals with essential skills for successful grant applications. <p>February</p> <ul style="list-style-type: none"> • Met with the Special Olympics Echuca Committee to discuss potentially hosting a fundraising "Polar Plunge" event at Moama Beach. • Met with Events on the Murray to discuss a series of Music concerts and events in Moama and MRC • Supported the delivery of numerous community events and aided Run Echuca-Moama in planning their annual fundraiser. • 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. <p>MARCH</p> <ul style="list-style-type: none"> • <i>Met with AutoFest to discuss and support the planning of the Moama Motorama event at the Soundshell in Moama.</i> • <i>Met with the NextGen connect committee to assist with the planning and delivery of upcoming young professional social and development events</i> • <i>River Daze (Barham): Assisted event organisers with setup and facilitation of the event.</i> • <i>Met with Southern 80 to discuss promotional strategies and enhance event visibility for the Boat Show in the absence of the race.</i> • <i>Met with Kiwanis Moama 2025 to assist in the planning of the Australian Kiwanis Conference being held in Moama</i> • <i>Liaised with community groups in Wakool facilitating the Wakool Show & Sheep Races to ensure event success through marketing support and assistance.</i>
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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:	✓	✓	✓	✓	<p>ONGOING</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> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>JANUARY 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. 	●
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								<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>February</p> <ul style="list-style-type: none"> 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. <p>MARCH</p> <ul style="list-style-type: none"> Met with NextGen Connect to assist in the planning and delivery of the upcoming professional development event – community resilience with Vicki Scott on Friday 11 April 2025. 	
<p>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).</p> <p>4.5 – Indigenous Recognition</p>									
Collaborative agreements with local indigenous nations developed (S DCED)	Deliver	(DP 4.5.1) Development of collaborative agreements with local indigenous nations. Establish twice yearly meetings with indigenous leaders.	B: MEDT P: O:		✓	✓	✓	<p>Planning is underway to develop a Murray River Council Reconciliation Action Plan.</p>	●
	Partner, Advocate	(DP 4.5.2) Ongoing support and advocacy for local indigenous sites and development of programs.	B: MEDT P: O:			✓	✓	<p>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.</p> <p>MARCH</p> <ul style="list-style-type: none"> Met with local Elder Uncle Ron and the Western Murray Land Improvement Group in Barham to initiate planning for an Indigenous Tour at The Pollack Swamp. Uncle Ron provided a guided tour, sharing insights on the site's cultural significance and potential tour inclusions. Discussed next steps to develop the project into a sustainable Indigenous tourism experience, showcasing local heritage and traditions. 	
	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 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 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> <p>March: Reached out to South West Arts to initiate planning and collaboration for NAIDOC Week events, engaging Aboriginal artists to deliver NAIDOC Week presentations and workshops at Wakool Burraboii Public School, Tooleybuc Central School, and Moulamein Public Schools (TBC), focusing on the 2024 NAIDOC theme: "The Next Generation: Strength, Vision & Legacy."</p>	
<p>Theme 4 – Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).</p> <p>4.6 – Regional History</p>									
Celebrate significant local history milestones and develop an ongoing calendar of milestones (S DCED)	Deliver	(DP 4.6.1) Facilitate investment and construction to showcase history, art and culture of the MRC area	B: MEDT P: O:				✓		
	Deliver	(DP 4.6.2) Continue to celebrate our regional history	B: MEDT P: O:	✓	✓	✓	✓	<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 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>	●

New interpretive signage installed in Old Moama



AUGUST

Museum Advisor is progressing works with LGA Museum bodies:

- 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.

JANUARY

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**.

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.

February

- 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.

March

- *Quoting for production and installation for 3 interpretive signage projects is underway.*
- *Working with the Moulamein Heritage Village on signage installation for the public amenities.*

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:	✓	✓			JULY 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. SEPTEMBER 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. OCTOBER: 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. NOVEMBER & DECEMBER: 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. JANUARY 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. February MRC continue to be involved in the Country Change program with marketing efforts to spotlight the region's liveability to attract new residents.	●
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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.	●
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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:				✓	<p>Staff are seeking grant funding opportunities ongoing, to source funding to undertake public art projects across the LGA.</p> <p>Staff are supporting Bridge Art Project Committee in their efforts to progress a mural project under the Moama rail bridge.</p>	
	Advocate	(DP 4.9.4) Actively advocate for Silo Art projects to be completed at various locations across Council	B: MEDT P: O:	✓	✓	✓		<p>JULY</p> <p>River Country Art Trail</p> <ul style="list-style-type: none"> - Steering Committee Meetings: Conducted in each town to discuss feedback from the Your Say Page and review the three proposed concept designs. - Report to August Council meeting for recommended artists in Moama, Moulamein and Mathoura. - Barham Artists: Currently developing new concept designs based on the updated brief with expected completion early August. - Next Steps: Once the Barham designs have received further feedback on the Your Say Page, a comprehensive report detailing the shortlisted artists (and recommended artists for Mathoura, Moulamein and Moama) will be presented at the September Council meeting. <p>AUGUST</p> <ul style="list-style-type: none"> • Barham concepts: Resubmits by artists went on Your Say page for community feedback, closed 31 August with a resolution on artists for engagement to occur September. • Council resolved at the August Council meeting to engage the following artists Mathoura – Dulk, Moulamein – Heesco and Moama – Twoone. • Meetings were held with the 3 shortlisted Tooleybuc Sculptors to discuss the theories and intricacies behind their concepts. These will go on Your Say page for community feedback during September. <p>SEPTEMBER</p> <ul style="list-style-type: none"> • Council resolved at the August Council meeting to engage the following artists Mathoura – Dulk, Moulamein – Heesco and Moama – Twoone. • Individual meetings with engaged Artists re site requirements and contracts were held to progress the project to ensure two sites are completed in 2024. • Steering Committee meeting held with both Tooleybuc and Barham to discuss Council process for artists recommendation in October and project next steps. <p>OCTOBER</p> <ul style="list-style-type: none"> • FORM conducted site visits at all locations to finalise site preparations. • Installation schedules have been confirmed, with Mathoura scheduled for November and Moama for December. • A meeting with FORM and the Barham Steering Committee was held to discuss signage for the Barham Water Tower Committee. <p>NOVEMBER/DECEMBER:</p> <p>River Country Art Trail Update</p> <ul style="list-style-type: none"> • Mathoura water Tower completed (see Image 1) • Interview conducted with Artist Dulk • Moama art installation has begun by artist Twoone (see Image 2, 3), who plans to complete by Christmas (weather pending). • Interview with Twoone (Moama) is scheduled for 20 December 2024 	●



JANUARY - RIVER COUNTRY ART TRAIL UPDATE

- Moama Water Tower completed – photos below.



- Interview conducted with Artist Twoone
- Scheduling for Barham and Moulamein sites underway
- Interpretative Signage templated designs finalised
- Moulamein turnaround area works 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.

MARCH

- Uplighting and furniture has been installed at Moama, Mathoura, Barham and Moulamein.
- Barham – Artist Gus Eagleton led a site and artwork tour with Barham Primary School students and local George Rathbone, offering an engaging opportunity for students to ask broader questions about public art and place. Artwork completion is scheduled for Tuesday, 1 April.
- Moulamein – Artwork on the Water Tower is underway, with artist Heesco making strong progress as the mural begins to take shape.

									
<p>Deliver, Partner</p>		<p>(DP 4.9.5) Advocate for the Moama Bridge Arts Precinct – undertaken as part of the Meninya Street redevelopment project.</p>	<p>B: MEDT P: O:</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<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>	<p>●</p>
<p>Advocate</p>		<p>(DP 4.9.6) Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition</p>	<p>B: MEDT P: O:</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>		<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> <p>MARCH <i>Museum Workshop – Murray River Collections and their Keepers: As part of the Country Arts Support Program funding, a total of 14 participants attended the Murray River Collections and their Keepers workshop. Attendees included members from Border Flywheelers, Friends of Old Moama, and the Moulamein Heritage Village. The workshop covered practical guidance and education on interpretative labelling, included a photo reveal of the participants' 'hero images' taken by Nina O'Brien, and addressed pre-exhibition planning as well as preparedness for disaster planning. Those in attendance expressed a strong interest in continuing the momentum through a regional network meeting 1–2 times per year, which achieves an action from our Arts and Culture Strategy.</i></p> 	<p>●</p>

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:			✓	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.
	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><i>August</i></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><i>September</i></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>  <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>

Trainee & Apprenticeships Workshop

Wednesday, 29th January 2025
07:30 AM - 09:00 AM
Moama Pavillion, 52 Perricoota Rd, Moama

Join us for a FREE Breakfast Session at the Murray River Workforce Forum, exploring traineeships and apprenticeships for businesses, job seekers, and students in partnership with Workforce Australia Local Jobs Program – Murray Riverina.

[Register Now](#)

January

The Tourism, Events, and Marketing Officer continued efforts to attract major events that enhance regional tourism and community engagement. Key activities include:

- **Music event:** Continued work to secure dates for a significant music event for December 2025 / January 2026, reinforcing the region as a prime destination for live music events.
- **Winter activation:** Progressed efforts to introduce a new winter action to replace Moama Lights, holding meetings with key stakeholders and potential suppliers, to explore viable options.
- **Summer activation:** Engaged in discussions to bring a new pop-up attractions to various MRC townships during Summer 2025/26, aimed at increasing visitation and enhancing the region’s tourism appeal.

The Economic Development Officer kicked off the Murray Workforce Series with the first workshop, Traineeships & Apprenticeships, on January 29, 2025. The event brought together 28 local businesses, job seekers, employment agencies, and not-for-profits to explore the latest opportunities in the traineeship and apprenticeship sector. Planning for the next event in Q2 is already underway.

February:

- 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.
- Supported Events on the Murray in the development of their series of music events.
- 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.
- 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.
- 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.

MARCH

- Met with Service NSW/Enterprise Plus to plan a ‘Budgeting for Small Business’ workshop at the end of May/early June.
- Partnered with RDA Riverina Murray and Workforce Australia -Local Jobs Program to deliver a Skilled Migration Pathways Workshop on Thursday, 29 May 2025 in Moama. Marketing is now underway.
- Marketing of the Campaspe Murray Business Connect networking event is ongoing, with 40 people registered to date.
- **The Grants Guy Roadshow** – Keith Whelan (the Grants Guy) visited Moulamein on 26 March and Barham on 27 March as part of a roadshow across four Council areas: Murray River, Swan Hill, Gannawarra, and Balranald. These workshops provided robust and practical training in grant writing and funding preparedness, equipping locals from Community

								<p><i>Groups and not-for-profits with tools to navigate the world of grants. Feedback was overwhelmingly positive, with strong interest expressed in hosting further capacity-building or volunteering workshops in future.</i></p>  <ul style="list-style-type: none"> Museum Workshop – Murray River Collections and their Keepers: As part of the Country Arts Support Program funding, a total of 14 participants attended the Murray River Collections and their Keepers workshop. Attendees included members from Border Flywheelers, Friends of Old Moama, and the Moulamein Heritage Village. The workshop covered practical guidance and education on interpretative labelling, included a photo reveal of the participants' 'hero images' taken by Nina O'Brien, and addressed pre-exhibition planning as well as preparedness for disaster planning. Those in attendance expressed a strong interest in continuing the momentum through a regional network meeting 1–2 times per year, which achieves an action from our Arts and Culture Strategy. 
<p>Partner, Advocate</p>	<p>(DP 4.10.3) Create ongoing opportunities for schools, community groups and businesses to develop events within the local community</p>	<p>B: MEDT P: O:</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</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> <p>Staff supported the attraction, running and promotion of various events. Promotion of July events included Moama Lights and Winter Blues Festival.</p> <p>Eco dev staff supported various community groups to plan and run events within our communities. 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 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: Economic Development Officer is organising a small business workshop with Barham Consolidated to help support and grow skills within the local business community.</p>	

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.

OCTOBER

- 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.

NOVEMBER/DECEMBER:

- *Campaspe Shire Collaboration: Planning "Abilities Unleashed," a joint initiative event between Councils for adults and children, scheduled for October 15th, 2025.*
- *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.*



JANUARY

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:

- **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.

MARCH

- *Attended the Beacon Business Breakfast Thursday, 20 March*
- *Continued discussions with Regional Touring about the potential to bring an outdoor concert series to Moama, aiming to enhance live entertainment offerings in the region.*
- *Confirmed a visit from a private operator in May to explore the feasibility of hosting a pop-up attraction across Echuca Moama during summer.*

JULY

Staff worked with the operator of the Moama Market to coordinate the market working in conjunction with the Moama Lights event on three occasions. Provided marketing support for local markets, including promotion on VRC mediums such as social media and the website.

Advocate	(DP 4.10.4) Continue to support Community Markets – expand to new locations, live music, food trucks etc	B: MEDT P: O:	✓	✓
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										<p><i>August</i> Promoted local Markets on Visit River Country Facebook page and website.</p> <p><i>September</i> Promoted local Markets on Visit River Country Facebook page and website.</p> <p><i>October:</i> Local markets were promoted through the new Visitor Newsletter and Community Newsletter. 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 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. <p>MARCH</p> <ul style="list-style-type: none"> • <i>Community Markets were actively promoted across River Country social media platforms and the website to increase awareness and attendance.</i>
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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 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 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 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> <p>MARCH</p> <ul style="list-style-type: none"> • <i>Due to high-demand, additional hard-copies of the New Resident’s Kit have been provided to local real estate agent, Charles L King with more copies on order.</i>
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Theme 5 – Goal 1 – Encourage and support economic development across the region.
5.2 – Commercial Investment Strategy.

<p>Develop a prospectus of commercial investment opportunities (S DCED)</p>	<p>Deliver, Advocate</p>	<p>(DP 5.2.1) Develop and begin implementation of a Commercial Investment Strategy</p>	<p>B: MEDT P: O:</p>			<p>✓</p>	<p>✓</p>	<p>SEPTEMBER: Regional Investment Prospectus has been drafted and is in production.</p> <p>OCTOBER: <i>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.</i></p> <p>NOVEMBER & DECEMBER 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 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> <p>MARCH</p> <ul style="list-style-type: none"> 6-weekly meetings with the Department of Primary Industries and Regional Development (NSW Government) have been implemented to discuss ongoing investment and development opportunities. The first of which took place on Wednesday, 12 March. Investment Attraction: EDO contacted 4 major hotel chains to promote opportunities for development in Moama. 	
<p>Theme 5 – Goal 1 – Encourage and support economic development across the region.</p>									
<p>5.3 – Prepare an Employment Lands Strategy</p>									
<p>Prepare an Employment Lands Strategy (S DCED)</p>	<p>Deliver</p>	<p>(DP 5.3.1) Prepare and implement an Employment Lands Strategy</p>	<p>B: MEDT P: O:</p>			<p>✓</p>	<p>✓</p>	<p>JULY 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 <i>Public exhibition closed in August and feedback is being incorporated into the strategy, ready to present to the October Council meeting for adoption.</i></p>	<p>●</p>
		<p>(DP 5.3.2, DP 5.33. DP 5.3.4, DP5.3.5)</p>						<p>All line items relocated to and reported under (DP 5.10.1)</p>	
	<p>Advocate</p>	<p>(DP 5.3.6) Continue to support and assist with Murray Connect project</p>	<p>B: MEDT P: O:</p>			<p>✓</p>		<p>ONGOING</p> <p>NOVEMBER & DECEMBER <i>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.</i></p>	<p>●</p>
	<p>Deliver, Advocate</p>	<p>(DP 5.3.7) Continue to support and develop business opportunities across the region</p>	<p>B: MEDT P: O:</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>ONGOING 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 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>●</p>

								<p>SEPTEMBER: 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> <p>OCTOBER: 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 <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 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. 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> <p>MARCH</p> <ul style="list-style-type: none"> Community & Business Directory continues to be promoted to businesses for increased exposure and marketing Investment Attraction: EDO contacted 4 major hotel chains to promote development opportunities in Moama. Budgeting for Small Business Workshop in development 	
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:				✓	<p>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.</p> <p>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.</p>	

								<p>Staff are working with potential partners to consider an application for funding to establish a Study Hub in Echuca Moama.</p> <p>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.</p> <p>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.</p>	
<p>Theme 5 – Goal 2 – Continue to develop strong and resilient communities.</p> <p>5.7 – Development of a resilient economy</p>									
Develop Action Plans for each community to sit alongside the Adverse Events Plan which covers all of MRC. <i>(S DCED)</i>	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.	●
<p>Theme 5 – Goal 3 – Promote and grow tourism across the region.</p> <p>5.8 – Promotion of local attractions</p>									
Yearly Events Strategy and Marketing and Promotions Plan developed. <i>(S DCED)</i>	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:		✓	✓	✓	<p>Eco Dev have developed an annual marketing plan and will continue its implementation throughout the year.</p> <p>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.</p> <p>AUGUST: <i>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.</i></p> <p><i>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.</i></p> <p>September: Key initiatives include:</p> <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. <p>These efforts are central to our overall marketing and promotional strategy, designed to boost tourism and community engagement throughout the year.</p> <p>October:</p> <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. 	●

<ul style="list-style-type: none"> • 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. <p>November/December</p> <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. • 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>February</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> <p>March</p> <ul style="list-style-type: none"> • <i>Autumn-Winter Campaign commenced, featuring a targeted social media (Facebook), YouTube, and Google Ads strategy, focusing on promoting tourism to River Country during the Autumn-Winter season, highlighting key attractions and events to drive visitation.</i> • <i>Continued to promote River Country and visitation across Social Media platforms including Facebook and Instagram.</i> <p><i>March Social Media Overview</i> <i>Facebook: Views: 184,487, Reach: 124,430, Content Interactions: 1,039, Link Clicks: 795, Net Follows: +83 (111 follows, 28 unfollows)</i> <i>Instagram: Views: 8,000, Reach: 1,700, Content Interactions: 386, Profile Visits: 88, New Follows: 11</i></p>
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5.9 – Promote advantages to visit, live, work and invest							
<p>Live, Work and Play in River Country Project further developed and implemented. <i>(S DCED)</i></p>	<p>Deliver, Partner, Advocate</p>	<p>(DP 5.9.1) Development and implementation of Live, Work and Play in River Country Project.</p>	<p>B: MEDT P: O:</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>A Workforce Attraction Plan has been developed and will be implemented during 2024 and 2025.</p> <p>SEPTEMBER: 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. <p>NOVEMBER & DECEMBER</p> <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. <p>MARCH</p> <ul style="list-style-type: none"> Marketing and promotion of the Live, Work, Invest Website is ongoing. Business Success Stories filmed in 2024 continue to be released monthly with dedicated pages on the Live, Work, Invest website Community & Business Directory continues to grow with business and community groups supporting the platform. Live, Work, Invest Facebook Page grew 49 followers in the last 90 days – totalling 132 in total
Theme 5 – Goal 3 – Promote and grow tourism across the region.							
5.10 – Growing Tourism across the LGA.							
<p>Develop an Economic Development and Tourism Strategy. <i>(S DCED)</i></p>	<p>Deliver</p>	<p>(DP 5.10.1) Economic Development and Tourism Strategy developed and implementation has begun</p>	<p>B: MEDT P: O:</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>ONGOING Council's Economic Development and Tourism Strategy has been adopted and the Action Plan is being delivered.</p> <p>JULY</p>

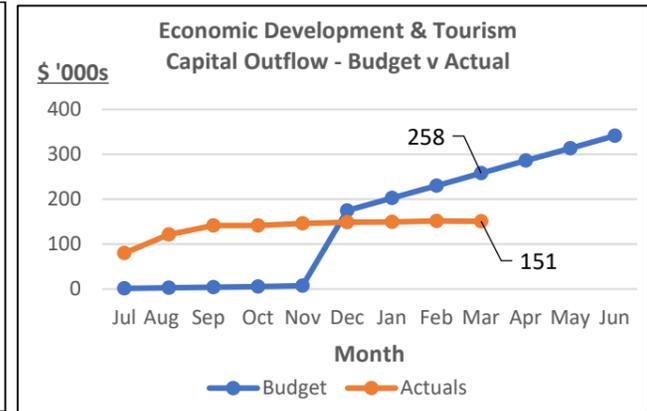
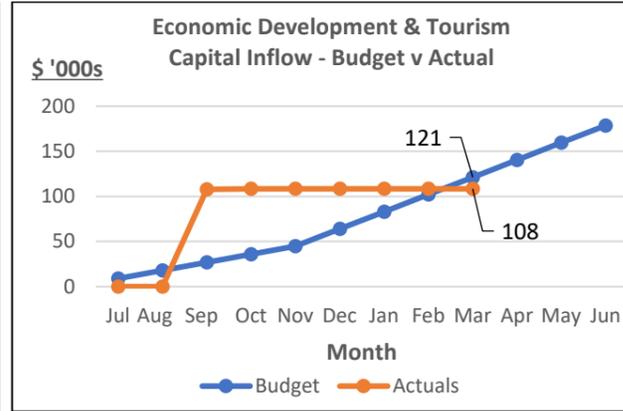
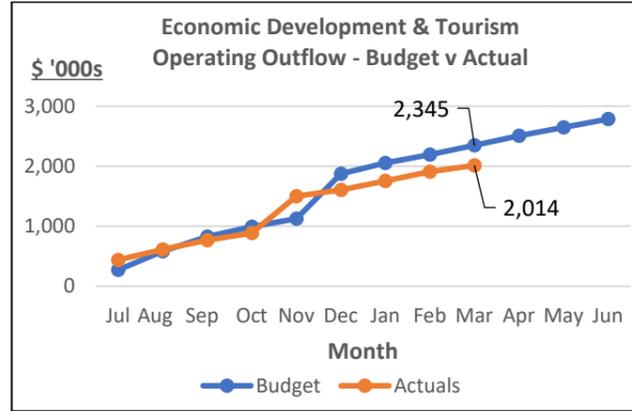
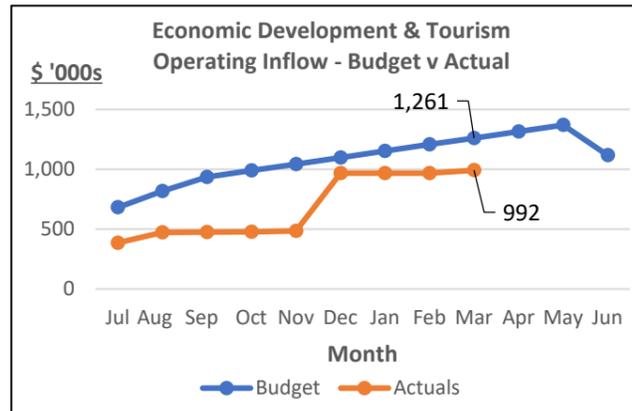
							<p>Staff attended a steering committee meeting for Western Murray Land Improvement Group's biochar project. Work has started on the development of an MRC Investment Prospectus. The New Residents Kit has been finalised. Development of a new Live, Work Invest website is underway. A project to showcase local business success stories is underway. Moama Lights ran throughout July. Staff have had discussions with potential new events interested in coming to our region. Support has been provided to operators in attracting and planning new events. Delivery of the Campaspe Murray Business Awards is underway. Staff have investigated data collection options to increase the data available, to better monitor and evaluate our activities. Ongoing discussion with Echuca Moama Tourism regarding the allocation of existing marketing assets. 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>August TOURISM</p> <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. <p>SEPTEMBER ECONOMIC DEVELOPMENT</p> <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. Development of an Expression of Interest process to redevelop the old Council office in Meninya Street is underway. <p>OCTOBER:</p> <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:	✓	✓	✓	✓	<p>This work is ongoing and signage is updated as it becomes evident there needs to be improvements made.</p> <p>JULY Interpretive signage for Old Moama Installed. Additional town signage for Barham, Goodnight and Wakool delivered and ready to be installed in coming weeks.</p> <p>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.</p>	●

							February Interpretive walk signage for the Cadell Fault is in development with support from Neville Rodengren, Geologist and Research Associate at La Trobe University.
Advocate	(DP 5.10.3) Advocate for steam trains and replica train stations across the region	B: MEDT P: O:				✓	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Environmental Concerns 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 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 We already have established transportation networks, visitors have access to more convenient and cost-effective transportation options, such as buses, cars, or regular train services. Steam trains are generally slower than modern trains, which means longer travel times. Tourists may prefer faster transportation options, especially for long distances. Traveler preferences have evolved over the years, most people prefer fast, efficient, and reliable transportation options. Steam trains don't meet the demands of today's commuters and travellers. Steam trains are not as accessible to people with mobility and disability challenges. As they lack the amenities and accommodations found on modern trains, older people tend to take the more convenient option of public transport. A steam train tour currently brings visitors to Echuca-Moama, however due to lack of demand (mainly due to high cost required to cover expenses), the tours only run 2-3 times a year. While steam trains and replica stations may have some tourism appeal, they don't address the broader transportation needs of residents, potentially leaving them underserved by modern, efficient transit options. As budgets are often limited, and prioritising steam train initiatives over other transport options that will benefit both residents and tourism will be more beneficial.</p>

									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.	
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: <i>The Economic Development Officer is investigating options for new Email Marketing platform to maximise efficiencies and ensure quality marketing.</i> 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:					✓		
Theme 6 – Goal 3 – Advocate for improved public transport.										
6.6 – Public Transport that connects towns										
Develop a Public Transport Strategy and advocate for implementation (S DCED)	Advocate	(DP 6.6.2) Advocate for improved public transport for our communities	B: MEDT P: O:				✓	✓		
Theme 7 – Goal 1 – Embed a geospatial driven system into Council processes, including public interface.										
7.3 – Apply data sources to improve corporate decision making.										
Enable interoperability between internal and Smart City systems (S DCS)	Deliver, Partner	(DP 7.3.2) Implement data capture mechanisms at attractions to collect data relating to use of locations and collection of on-the-spot feedback	B: MEDT P: O:					✓	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: <i>Staff are utilising various platforms providing detailed data for analysis.</i> <i>The Economic Development Officer is investigating options for new Email Marketing platform to maximise efficiencies and ensure quality marketing.</i> 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.	
Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making. (S DCED)	Partner	(DP 7.3.5) Partnership in place and information is being used for effective decision making	B: MEDT P: O:					✓		
Theme 7 – Goal 2 – Explore technologies to forecast possible future opportunities.										
7.6 – Promote advanced technologies.										
Support local business to access or develop and introduce advanced technologies. (S DCED)	Deliver	(DP 7.6.1) Business case to develop a technology hub completed.	B: MEDT P: O:					✓		
	Advocate	(DP 7.6.2) Continue to align strategic plans to future scenario planning	B: MEDT P: O:		✓	✓	✓	✓	Council's Economic Development Strategy has been adopted and the Employment Lands Strategy is in draft form and will be regularly reviewed and adjusted as appropriate.	●
	Advocate	(DP 7.6.3) Continue being an active member of advocacy groups to promote research and advancement	B: MEDT P: O:	✓	✓	✓	✓	✓	Council will provide support to advocacy groups where possible.	●
Support local business to access or develop and introduce advanced technologies. (S DCED)	Advocate	(DP 7.6.4) Promote the region as a node for New Fibre Optic Network.	B: MEDT P: O:	✓	✓	✓	✓	✓	Council will provide support as required to advocate for improved connectivity for our communities and businesses.	●
Theme 7 – Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.										
7.7 – Community based energy generation (Micro-grids).										
Support community led energy generation enterprises. (S DCED)	Advocate	(DP 7.7.1) Support Micro-grid developments across the region.	B: MEDT P: O:		✓	✓	✓	✓	As potential projects arise, Council will provide support as required. JULY Staff engaged with CleanPeak (solar farm in Moama) and provided input into their Community Engagement Plan. AUGUST The Mayor and staff attended the sod turning event of new Clean Peak solar farm in Moama on 26 August.	●
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

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.

March

- Uplighting and furniture has been installed at Moama, Mathoura, Barham and Moulamein.
- Barham – Artist Gus Eagleton led a site and artwork tour with Barham Primary School students and local George Rathbone, offering an engaging opportunity for students to ask broader questions about public art and place. Artwork completion is scheduled for Tuesday, 1 April.
- Moulamein – Artwork on the Water Tower is underway, with artist Heesco making strong progress as the mural begins to take shape.

PART E: Business as Usual

Grants

March

Round 2 of MRC Community Grants – Open, Closes 7 April. Assessment Panel has been nominated, Cr Bianca Hurn, Cr Neil Gorey and Cr Kylie Berryman.

Round 1 of MRC FY26 Community Grants – To Open 1 July

Grant Program	Project	\$ Requested	Outcome
Social Cohesion	Youth Change Makers: Leadership Against Hate (Full Day Workshop) In conjunction with all the schools, both Primary and High School in MRC LGA, for their student leaders to attend.	\$53,630	Submitted
Open Streets	Moama Street Eats - an annual food and entertainment event to be held on Blair Street, running for three years.	\$165,000	Submitted
Stream 1 EPA - Landfill Consolidation and Environmental Improvements	Koraleigh landfill Rehabilitation.	\$300,000	Submitted
Stream 2 EPA - Landfill Consolidation and Environmental Improvements	Cardboard baler and polystyrene extruder for Moama Waste Management Facility	\$64,915	Submitted
Stream 3 EPA - Landfill Consolidation and Environmental Improvements	Koraleigh Landfill Rehabilitation Design - Advisory Service to develop designs to rehabilitate the Koraleigh landfill including all technical specifications associated with the works, quality assurance, tender schedules and hold points.	\$21,850	Submitted
TOTAL SUBMITTED		\$605,395	

Regional Economic Development and Community Investment Program.	Country University Centre- Murray River Region	\$977,929	Pending
Community Building Partnerships	Upgrade to Mathoura Visitor Centre Park's public toilets, providing modern, accessible facilities for travellers and park users.	\$93,963	Pending
Local Small Commitments Allocation	Mathoura Recreation Reserve Playground Renewal	\$9,750 toward \$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
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
TOTAL OUTCOMES PENDING		\$5,253,137 + \$605,395 = \$5,858,532	

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)

September summary:

- 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 summary:

- 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 summary:

- 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 summary:

- 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 Rodengen 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.

March summary:

- *Distributed Community, Business, and Visitor newsletters, highlighting grant opportunities, upcoming events, business resources, and local success stories (e.g. Murray Darling Scenic Flights).*
- *Promoted the Campaspe Murray Business Connect networking event (40+ registrations), with targeted email campaigns and ongoing marketing.*
- *Supported the planning and delivery of community and business events including River Daze (Barham), Wakool Show & Sheep Races, and NextGen Connect's upcoming resilience event.*
- *Progressed tourism development initiatives, including an Indigenous tour at The Pollack with Uncle Ron and Western Murray Land Improvement Group, and early NAIDOC Week engagement with South West Arts and local schools.*
- *Advanced public art and placemaking projects as part of the River Country Art Trail, with artwork underway in Moulamein (Heesco) and nearing completion in Barham (Gus Eagleton).*
- *Delivered the "Grants Guy" workshops in Moulamein and Barham, providing grant-writing support to community groups, with strong interest in future capacity-building sessions.*
- *Facilitated the Museum Workshop "Murray River Collections and their Keepers," supporting heritage groups with exhibition planning and interpretation—advancing the Arts and Culture Strategy.*
- *Initiated the Autumn-Winter regional tourism campaign across Facebook, Instagram, YouTube, and Google Ads; March social media reached over 125,000 users on Facebook alone.*
- *Continued to grow and promote the Live, Work, Invest website and directory, with new business success stories and increased social engagement.*

- *Progressed multiple grant applications across environmental, tourism, infrastructure, and community programs, submitting 5 projects totaling \$605,395 and awaiting outcomes on a further 10+ applications worth \$5.25 million.*
- *Continued collaboration on regional workforce initiatives, including planning for the Skilled Migration Pathways Workshop (29 May 2025) and budgeting workshops for small businesses.*
- *Maintained regular engagement with economic development stakeholders, including Service NSW, Regional Touring, DPI, and hotel chains to explore future investment and events.*

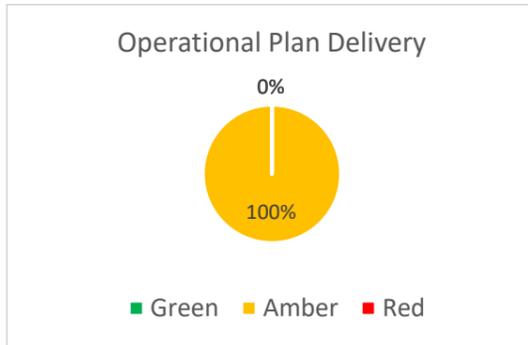
PART A: Director Accountabilities and Key Performance Indicators

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:	
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.	
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.	
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.	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.	

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 achievable.</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.		

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

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.

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

May Key Design Updates:

1. Parallel Parking was adopted as the parking approach for the extent of Meninya Street
2. Bike Path was revised from a separated 2.5m bike path to a 4.0m Shared User Path to resolve safety and design issues.
3. Off-street parking was revised at the Meninya Street Office to relocate long vehicle parking to a more functional location.

July Key Updates:

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.

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.

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.

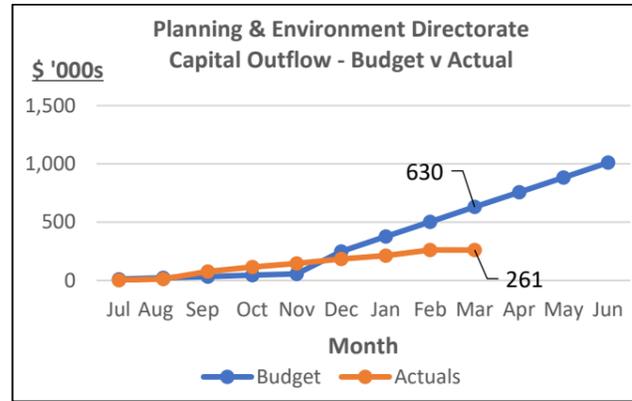
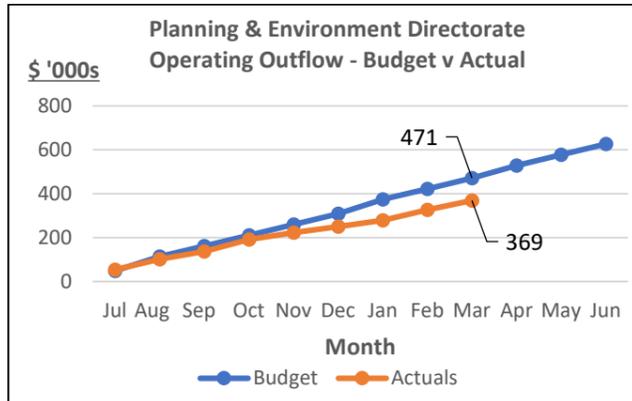
As part of the Functional Design process, Council and Spiire identified further improvements to the design inline with feedback from the community and Council. This included:

- 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.

October:

- 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.

								January: <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). 		
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. <i>(S DPE)</i>	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. <i>(S DPE)</i>	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. <i>(S DPE)</i>	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 D: Project Status

Project	Update Summary
Meninya Street Streetscape Upgrade	<p>Overview:</p> <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 adopted o Removal of designated bike path, and adoption of a shared user path to improve safety o 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 spiire. 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. <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> <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. <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. - 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 <p>January:</p> <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.

	<ul style="list-style-type: none"> - 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).
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

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

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

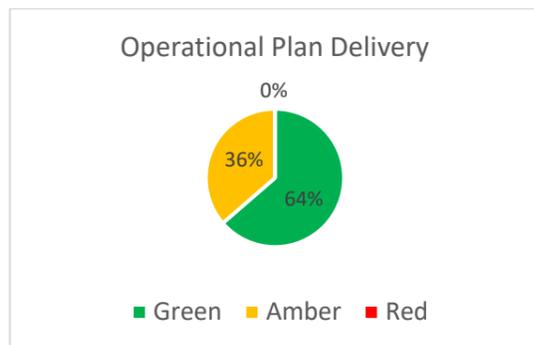
PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

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

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

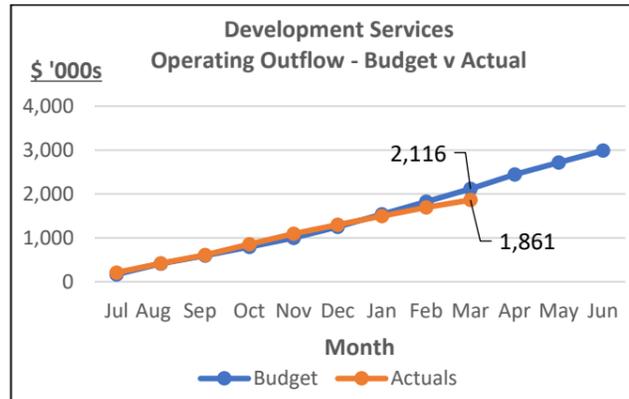
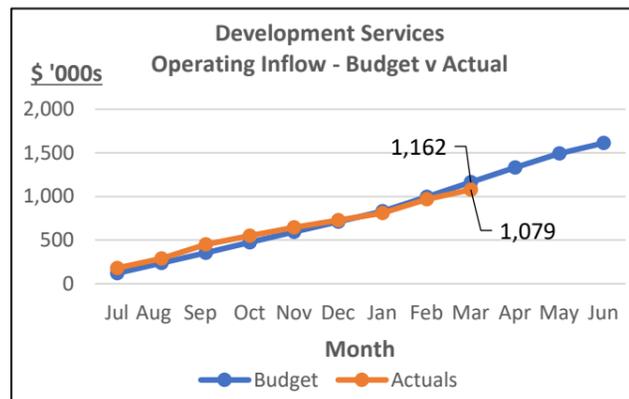


Under the 4-year Delivery Plan, the Development Services provides a service as part of the Planning and Environment Directorate

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	● ● ●
				1	2	3	4		
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:	✓	✓				●

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



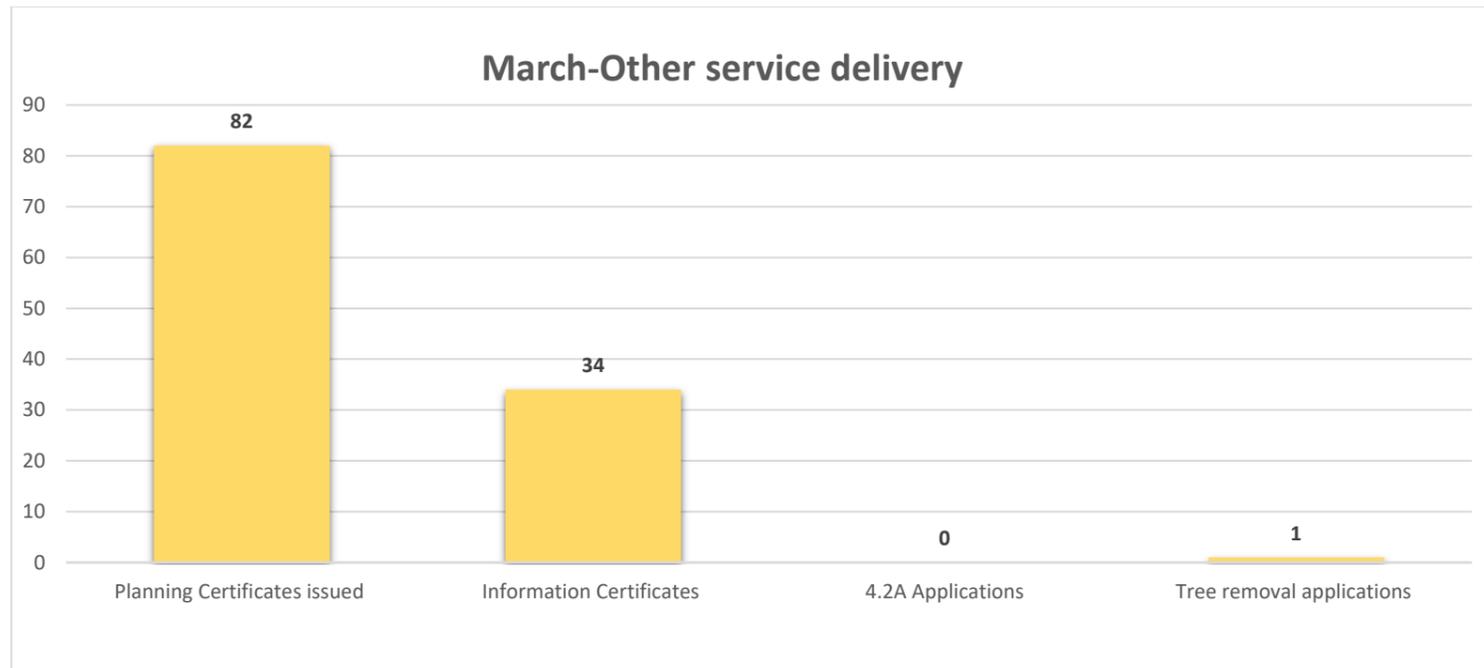
PART D: Project Status

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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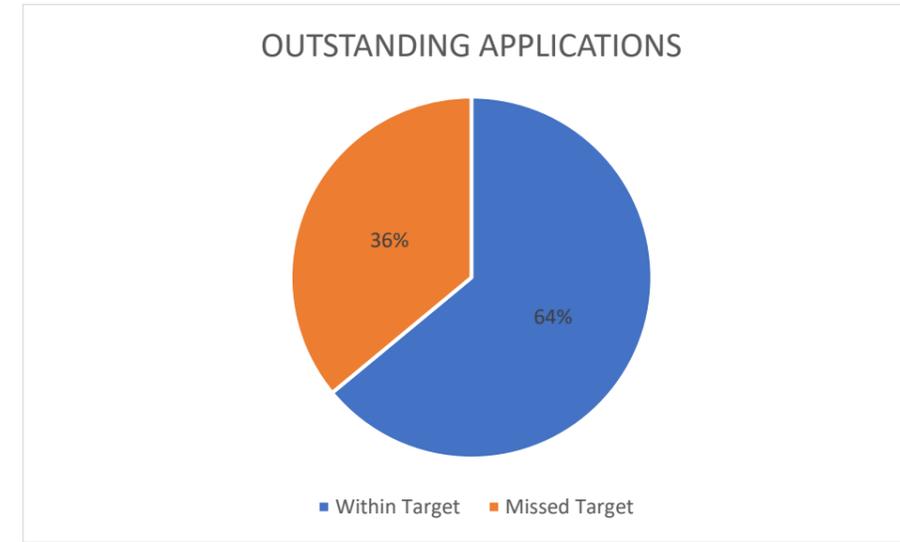
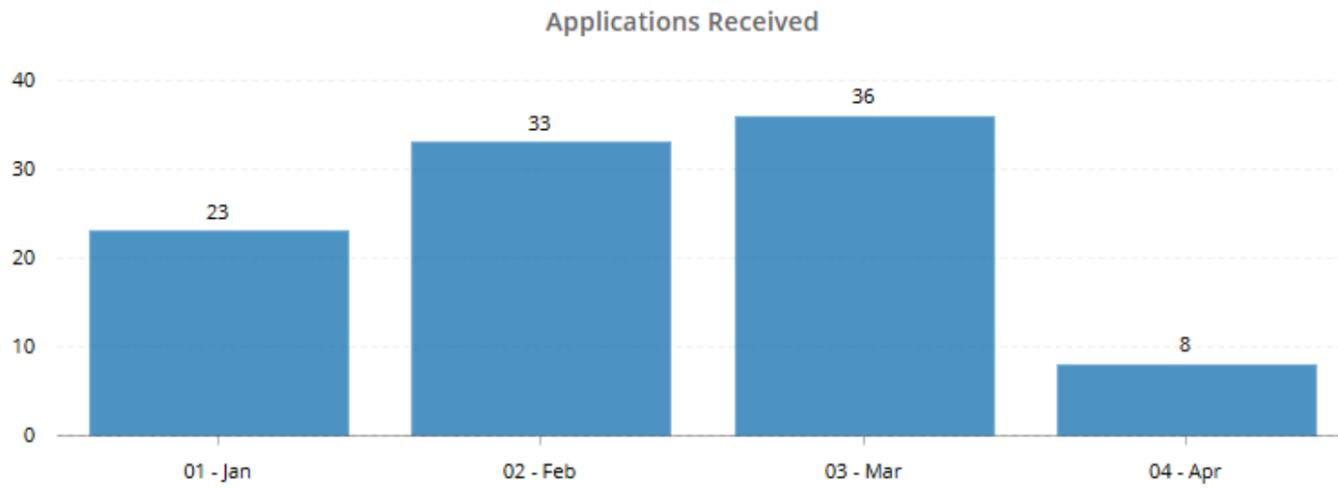
March 2025	Development Contributions Plan	The development of a new Development Contributions Plan in accordance with MRC's new LHS and Infrastructure Master Planning.	<i>Project relies upon input from the LHS and Infrastructure Master Planning</i>
March 2025	Moulamein Master Plan	A Full Moulamein masterplan 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	82
Information Certificates	34
4.2A Applications	0
Tree removal applications	1



DEVELOPMENT APPLICATIONS:



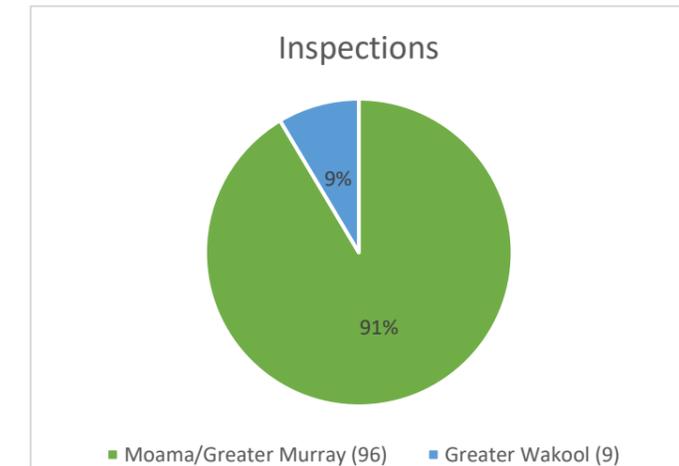
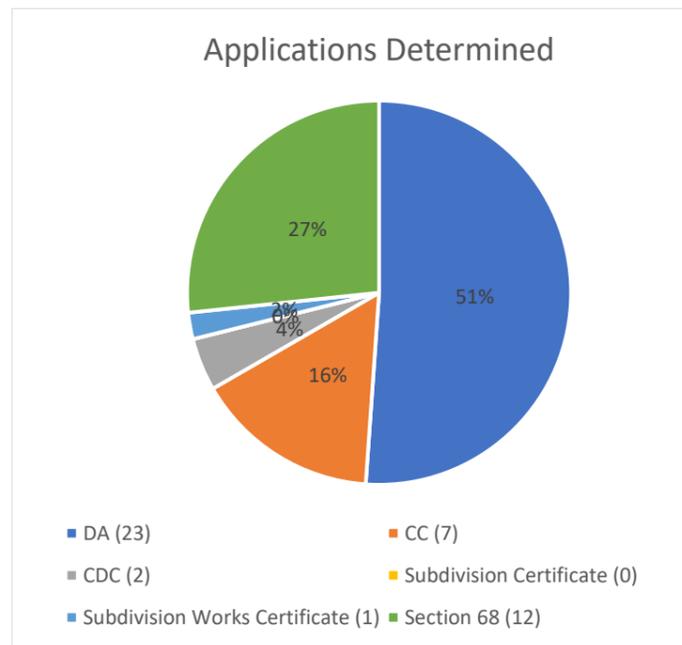
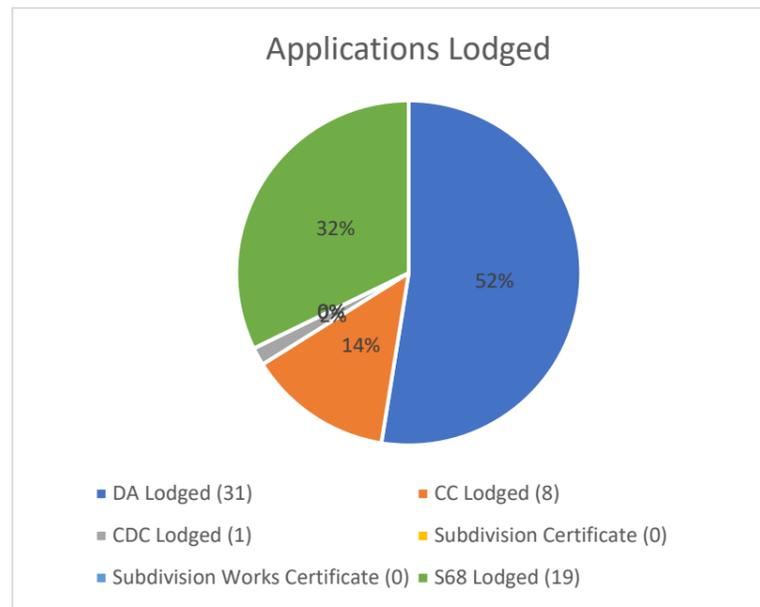
ALL COMBINED APPLICATIONS LODGED, DETERMINED and INSPECTIONS

Applications Lodged:

DA Lodged	31
CC Lodged	8
CDC Lodged	1
Subdivision Certificate	0
Subdivision Works Certificate	0
S68 Lodged	19

Applications Determined:

DA	23
CC	7
CDC	2
Subdivision Certificate	0
Subdivision Works Certificate	1
Section 68	12



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	
			● ● ●

Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
June 2022	E Planning Portal Errors	Log and record the errors and raise these issues with the E Planning Portal technical support team.	<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>	●●● ●
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.	●

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
<p>Details for projects for which contributions or levies have been used must contain:</p> <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. <p>(Commencing 1 July 2022. Reporting does not apply retrospectively – not required 21-22)</p>	Reg 218A (2)(a), (b), (c),(d),(e),(f),(g)	No

<p>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)</p>	<p>Reg 218A(3)(a), (b)</p>	<p>No</p>
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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.

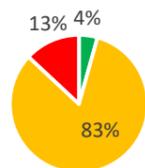
Staff are also working on the Moulamein Master Plan which has evolved from a Main Street Master Plan into a full township Masterplan which recognizes the potential opportunities relative to the REZ which are located within the region.

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

Operational Plan Delivery



Green Amber Red

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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
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.	Green
	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.	Amber
	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 April 25. New netball goal to be installed on existing tennis courts at Koraleigh Recreation Reserve after S355 request. Moulamein South Recreation Reserve S355 have requested Council to maintain the sportsground and all surrounds at Moulamein due to lack of volunteers.	Amber
	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.	Red
	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	✓	✓	✓	✓	Pool shutdown completed in March, awaiting final report from Belgravia Leisure. Initiated contract extension for one year with Belgravia Leisure.	Amber
	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.	Red
	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.	Amber
	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. Moulamein South Recreation Reserve to be considered in Moulamein Town Master Plan.	Amber

	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 repairs prior to 2025 season due to surface cracking and drainage issues, contractors completed works to repair and restore surface.</p>	●
<p>Theme 3 – Goal 2 – Enable development of sustainable liveable communities</p> <p>3.8 – Community / Botanical Gardens</p>								
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.	●
<p>Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.</p> <p>3.13 – Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are accessible.</p>								
Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity	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.	●

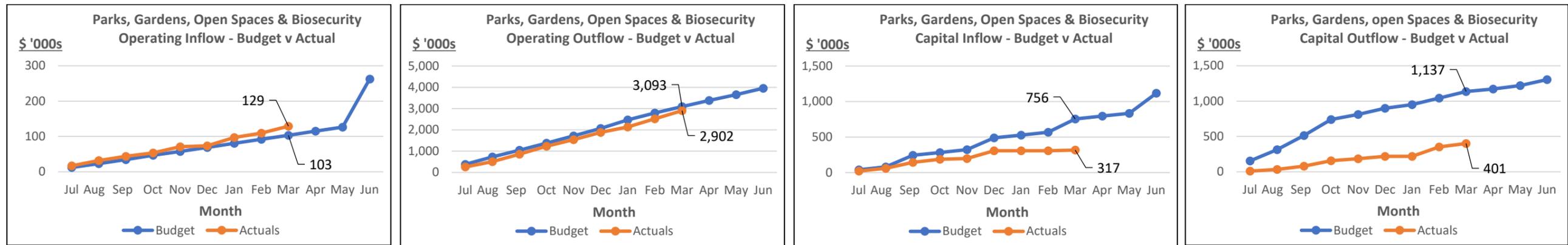


<p>blocks where appropriate.</p> <p>Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions. (S DPE)</p>									
<p>Deliver</p>		<p>(DP 3.13.4) Ongoing installation of drinking water fountains across the region</p>	<p>B: MPOSB P: CPG O:TLPG</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Project commenced and ongoing in accordance with Capital budget allocation.</p>	<p>●</p>
<p>Deliver</p>		<p>(DP 3.13.6) Deliver Township Beautician Projects in accordance with Master Plans / Streetscape Plans</p>	<p>B: MPOSB P: O:</p>			<p>✓</p>	<p>✓</p>	<p>Project not yet commenced. Meninya Street design ongoing.</p>	<p>●</p>
<p>Deliver</p>		<p>(DP 3.13.7) Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity</p>	<p>B: MPOSB P: O:</p>	<p>✓</p>	<p>✓</p>			<p>Public amenities strategy to be scoped and completed as an action of the Buildings Strategy. Due to commence early 2025.</p>	<p>●</p>
<p>Deliver</p>		<p>(DP 3.13.8) Ongoing feasibility assessments for new and existing picnic areas.</p>	<p>B: MPOSB P: O:</p>			<p>✓</p>		<p>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 completed. Furniture upgrades continue in accordance with Parks & Open Spaces Strategy 24-34 asset inclusion list.</p>  <p>Brian Sharp Reserve drink station install.</p>	<p>●</p>

	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. Murray River Council will be installing a Smart Bench in 2025/26FY.	●
	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.	●
	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, mainly in the Art Tower project locations.	●
	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, new sail on order. 	●
	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									
	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, Barham locations currently under review.	●
Theme 3 – Goal 5 – Update and review our open spaces to reflect community wants and needs.									
3.16 – Weed Management									
	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. Operations ongoing. WAP funding application submitted late February 2025, awaiting final announcement of allocation.	●
	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.
Moulamein	SCCF5	Moulamein Lake Accessibility & Infrastructure upgrade	Complete	100%	Delivered	Works complete Feedback Survey completed. Funding acquittal and final reports currently being prepared.

						
Moama	SCCF5	Horseshoe Lagoon Landscaping	Complete	100%	Complete.	<p>100% of Works Completed. Photos of Before vs After:</p> 
Moama	LRCI	Moama Soundshell Playground	Construction	60%	In Progress	<p>Moama Soundshell Playground – Stage 2 and 3 funded by Local Roads and Community Infrastructure Fund (LRCI)</p> <p>Construction of stage 2 and stage 3 of the playground design. Scope of works:</p> <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. <p>Progress to date: Construction commenced onsite. Stormwater Management network installed. Playground equipment, log structures and concrete works continue. Project remains on track for June 30, 2025 delivery.</p>

						
Moama	CAT D	Riverside Caravan Park Retaining Wall – Flood Damage	Construction	60%	In Progress	<p>Replacement of failing wooden retaining wall inside Moama Riverside Caravan Park.</p> <p>Replace existing with new Steel Column Post and Concrete Sleeper Wall.</p> <ul style="list-style-type: none"> • Procurement Completed • Site Establishment Completed (erection of fencing) • Boring of Footings – Complete • Concrete Pouring • Installation of Sleepers • Backfill • Demobilisation from site. <p>Progress: 60%</p>

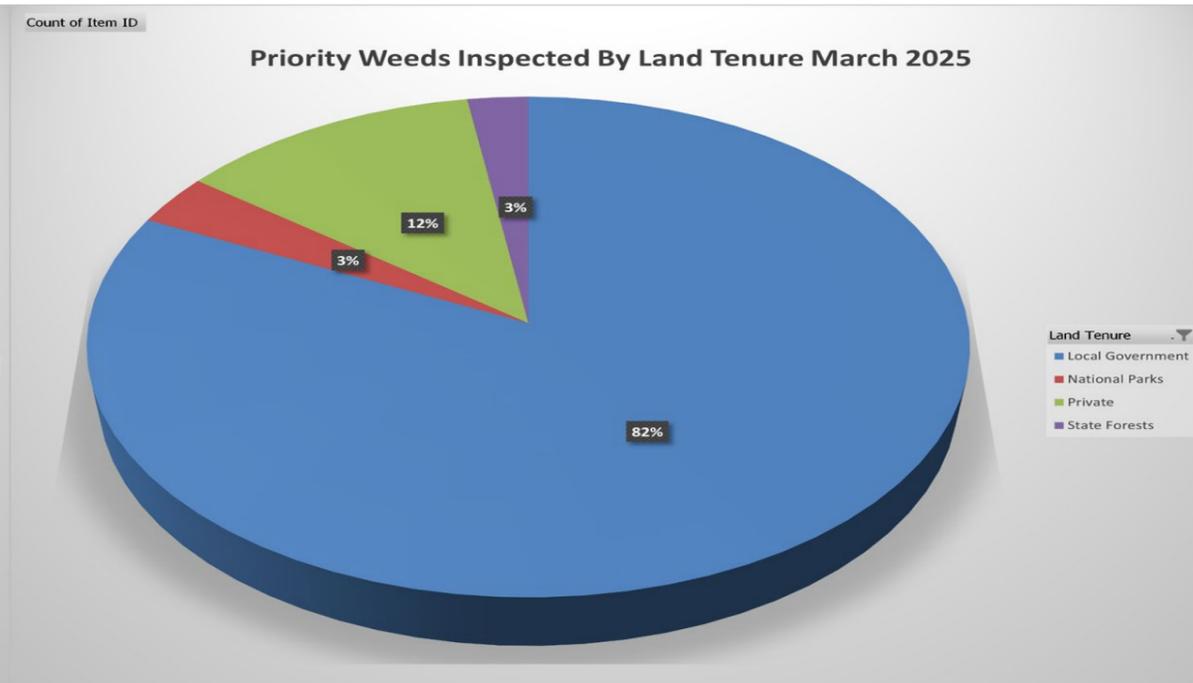
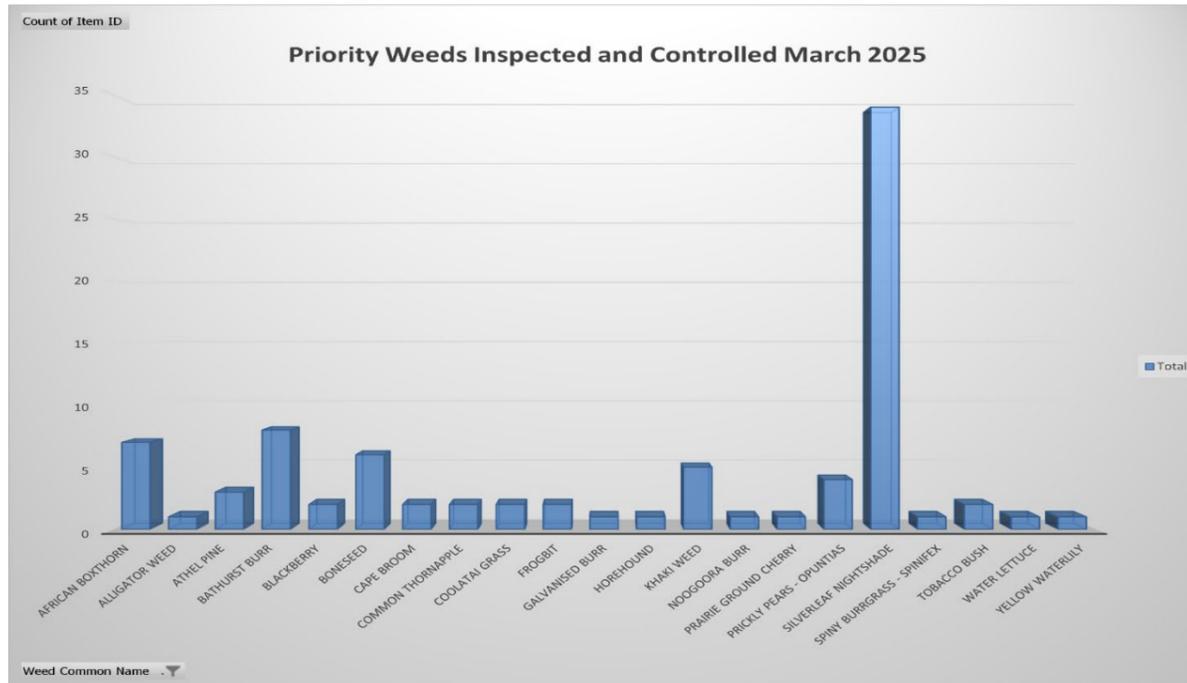
PART E: Business as Usual

BIOSECURITY MONTHLY REPORTS

WEED ACTION PLAN (WAP):

New weed incursions	Cape Broom infestation found within Gulpa regional park. Working with NSW NPWS for them to complete control activities on this new infestation.
Biological control agents released or biocontrol programs	Prickly Pear cochineal moved between sites within MRC
Planned activities and or events Cooperative arrangement activities or projects – Joint organisation	Yellow water lily inspections and advising NSW Forest Corp on best practice control measures to control infestation within the Perricoota State Forest.
Specific activities of interest or items of significance to report	<ul style="list-style-type: none"> • Working on “Private Property Inspection Pack” with the Engagement team to hand out to landowners and promote more engagement with council and them contacting council requesting biosecurity inspections. • Water Lettuce being sold at Bunnings Echuca and Swan Hill. Spoke to stores and advised them that it is illegal to sell plant into NSW. Further education to follow up with including posters for shops. • Boneseed inspections in Barham • Cape Broom Inspections in State Forest and National Parks. • Wheel Cactus control works Barham. • Bio team attended Echuca/Moama discovery day to provide biosecurity education at the event.
Inspections – Non High Risk	

Private property inspections (number)	15
Public Lands (including council) inspections	47
Inspections - High Risk – Sites and Pathways as Identified and Listed in the Murray Regional Inspection Plan	
11. High risk sites (number)	15 – (Frogbit, Water Lettuce, Yellow Water Lily, Boneseed, Nurseries, Pet shops, Stockpile sites, National Parks, State Forests)
12. High risk pathways (kilometres)	555
BIS REPORTS	
Infestations	87
NIL Infestations	36
MRC WAP Priority Weed Spraying	
Pathways (kilometres)	634
Sites (number) (stockpiles, council owned land)	8
Projects planned or underway (non WAP projects)	Continue controlling council managed vegetation throughout MRC for other MRC departments as required/requested.



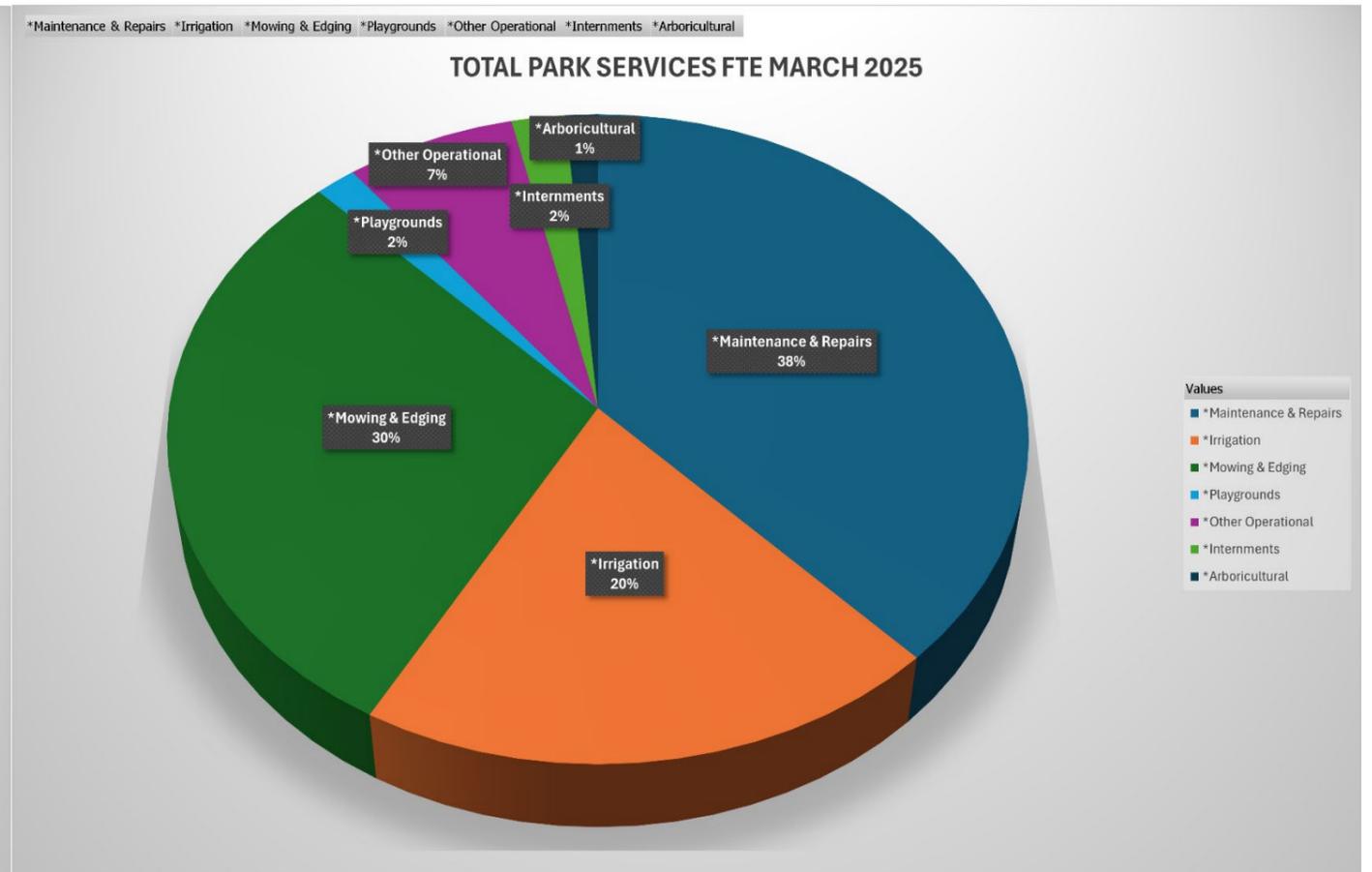
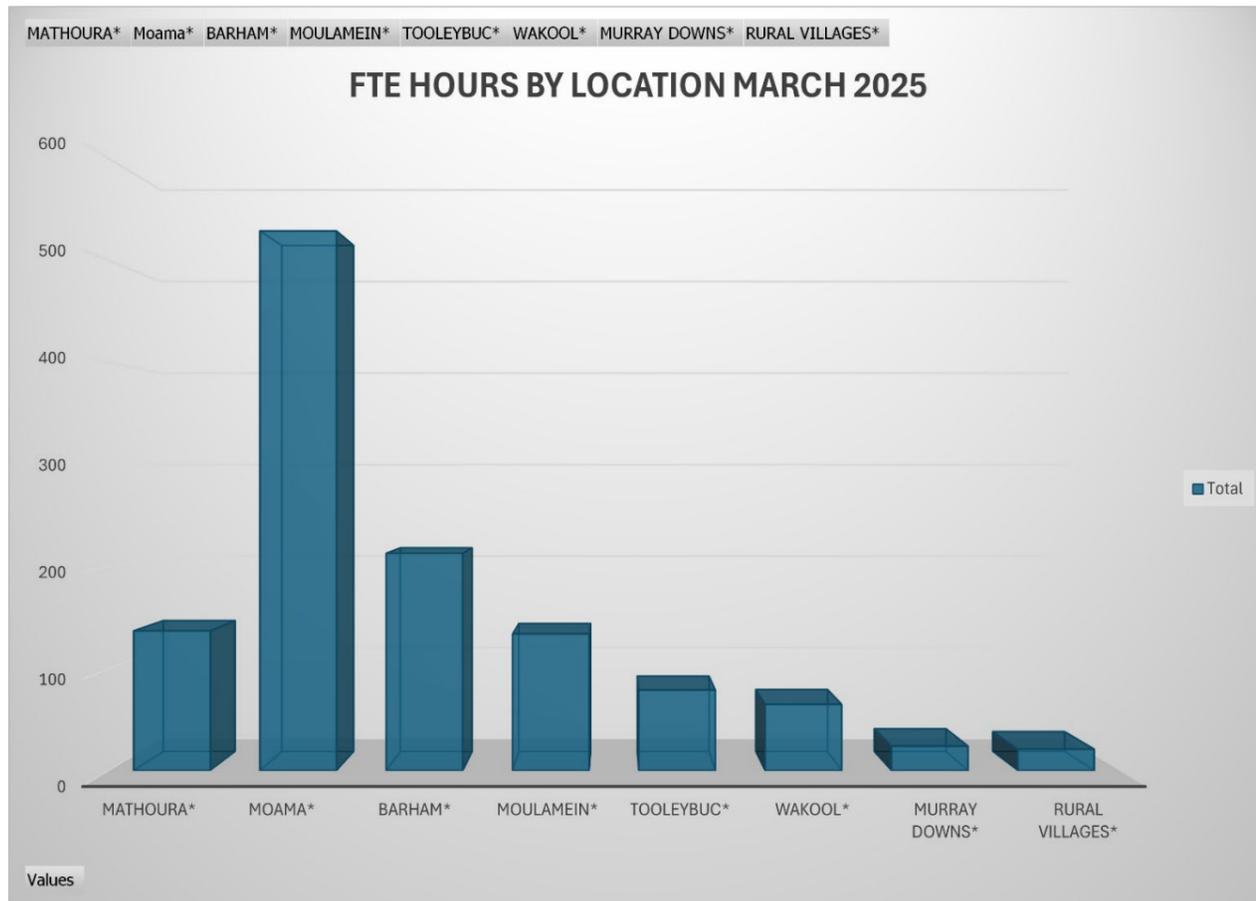


Water Lettuce for Sale-Bunnings Swan Hill

Water Lettuce & Yellow Water Lily for Sale-Bunnings Echuca

Yellow Water Lily-Perricoota State Forest

GENERAL PARKS OPERATIONS:



<p>MOULAMEIN:</p> <ul style="list-style-type: none"> • Town Maintenance (M&R)-General mowing and cleaning of main street. Wharf repair and safety fencing installed. • Horticulture (M&R): Rose fertiliser. • Playgrounds: Nil • Irrigation- general R & M. • Mowing- As per service delivery Plans. • Furniture (M&R): Water tower, Triangle, Howard Park & Cemetery, Lake solar light removal for repairs. Tower artwork lighting installation. • Burial service- Nil • Inspections- Monthly Park and Quarterly Playground inspections completed. Sport lighting inspection and testing. • Arboriculture- Nil. • Recreation (M&R): Netball court surface repairs and painting. Bird scare protection installations. 	<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- Softfall top up Mensforth Park. • Irrigation- General M & R • Mowing- As per service delivery Plans. • Burial service- NIL • Inspections- Monthly Park and Quarterly Playground inspections completed. Sport lighting testing and inspection. • Arboriculture: Nil • Recreation (M&R)- Drainage works at Hall completed. Oval preparation for AFL commencement. 	<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 roadside clean ups. • Inspections- Monthly Park and Quarterly Playground inspections completed.
<p>BARHAM:</p> <ul style="list-style-type: none"> • Town Maintenance (M&R)- Cleaning of main street. • Horticulture (M&R): Town entry pruning. • Playgrounds- NIL • Irrigation- Lions Park control upgrade, Riverside Park repairs. • Mowing- As per service delivery Plans. • Furniture: Installation-Bin furniture boat ramp. • Arboriculture: Essential Energy clean up. • Burial service-NA • Inspections- Monthly Park and Quarterly Playground inspections completed. Sport lighting inspection and testing. • Recreation (M&R): Meeting with volunteer to sign MRC induction paperwork. Replace solar lights. Dog Park turf and irrigation installation. 	<p>WAKOOL:</p> <ul style="list-style-type: none"> • Town Maintenance (M&R)- Flag pole repairs War memorial. • Playgrounds- Nil. • Irrigation- Repairs Recreation Reserve. • Mowing- As per service delivery Plans. • Furniture: Solar light removal from Recreation Reserve for repairs. • Arboriculture: Clean up Recreation Reserve, • Inspections- Monthly Park and Quarterly Playground inspections completed. • Recreation- Mowing & grounds clean up for events. Events, Sheep races and show. 	<p>MATHOURA:</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: Installation-Drink Station Recreation Reserve, Lighting install water tower artwork. • Arboriculture: Manual tree watering • Burial service-Nil • Aquatic: Pool shutdowns. • Inspections- Monthly Park and Quarterly Playground inspections completed. Sport lighting inspection & testing • Recreation (M&R)- Scheduled mowing. Turf Aeration, fertiliser application. Building maintenance, Netball court crack repairs.
<p>MOAMA:</p> <ul style="list-style-type: none"> • Town Maintenance (M&R)- Cleaning of main street • Horticulture (M&R): watering, weed spraying, rose garden pruning • Playgrounds- Adventure Playpark repairs • Irrigation- Repairs Parks & Road Reserves. GSI controller upgrade Salmon Gums Park. • Arboriculture- Street tree requests for pruning. • Furniture (M&R): Installations-Water Station Brian Sharp Reserve, Tower artwork lighting installation. • Mowing- As per service delivery Plans. • Burial service- Multiple internments. • Aquatic: Pool shutdown. • Inspections-Monthly Park and Quarterly Playground inspections completed. Sport lighting inspection and testing. 	<p>RURAL VILLAGES-BUNNALOO, WOMBOOTA & CALDWELL:</p> <ul style="list-style-type: none"> • Town Maintenance (M&R)-General mowing. • Playgrounds- Softfall install Caldwell Hall • Irrigation- Bunnaloo Recreation Reserve- Valve repairs. • Horticulture (M&R): NA • Furniture (M&R): NA • Mowing- As per service delivery Plans. • Inspections- Monthly Park and Quarterly Playground inspections completed. • Recreation (M&R)- Bunnaloo Recreation Reserve mowing as per service delivery plans. 	

- **Recreation (M&R)**- Oversight main oval rye grass, prepare ovals for change of season/sports, netball courts fence/turf upgrade, Netball court crack repairs.



Moulamein Wharf fencing



Wakool Rec Reserve-Tree works



Moama Water Tower Lighting



Bunnaloo Recreation Reserve Valve repairs



Caldwell Hall Playground maintenance

PART F: Service Metrics

Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	● ● ●

Risk Management

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

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

Highlights:

- Working on “Private Property Inspection Pack” with the Engagement team to hand out to landowners and promote more engagement with council and them contacting council requesting biosecurity inspections.
- Bio team attended Echuca/Moama discovery day to provide biosecurity education at the event.
- 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.
- Wakool Recreation Reserve- Events preparation-Show and Sheep races.

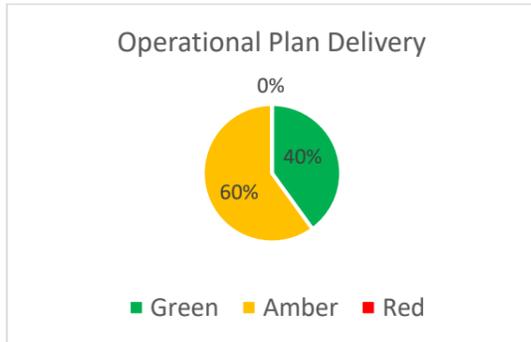
Threats:

- Continued dry conditions impacting services due to extended irrigation periods.
- Water Lettuce being sold at Bunnings Echuca and Swan Hill. Spoke to stores and advised them that it is illegal to sell plant into NSW
- Ongoing reduction in volunteers on Recreation Reserves. Moulamein South S355 request to hand back grounds maintenance to MRC.
- Negative feedback in relation to Parks Operational Service Delivery Plan introduction due to some service reductions in accordance with adopted plans.

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

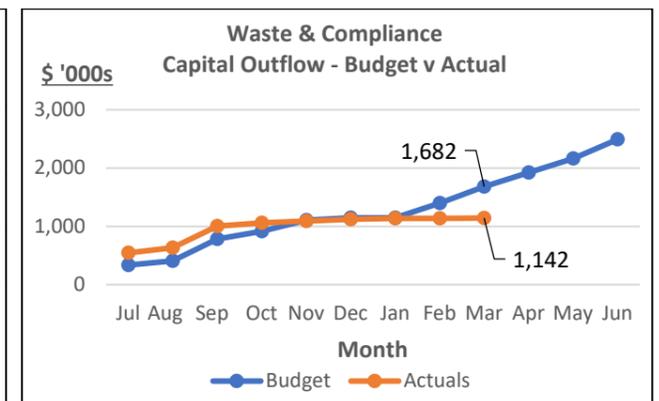
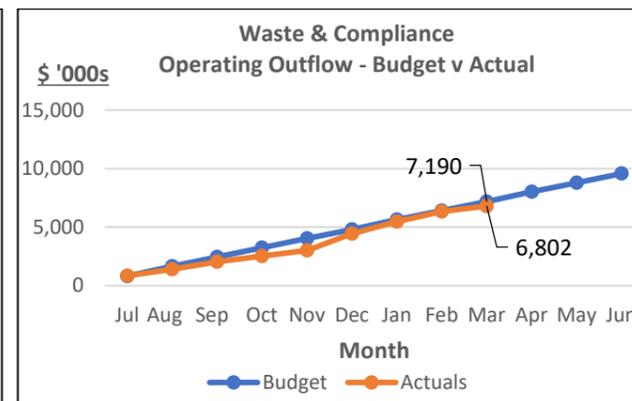
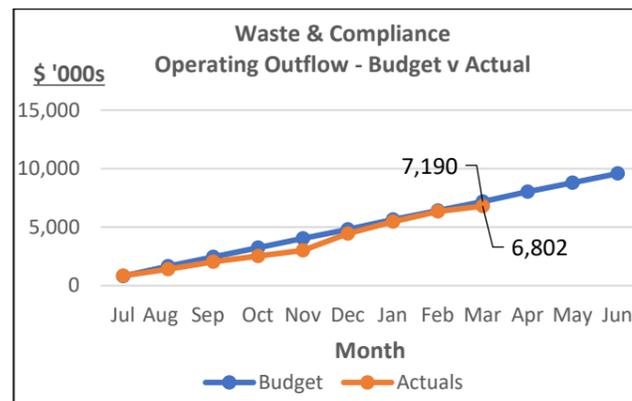
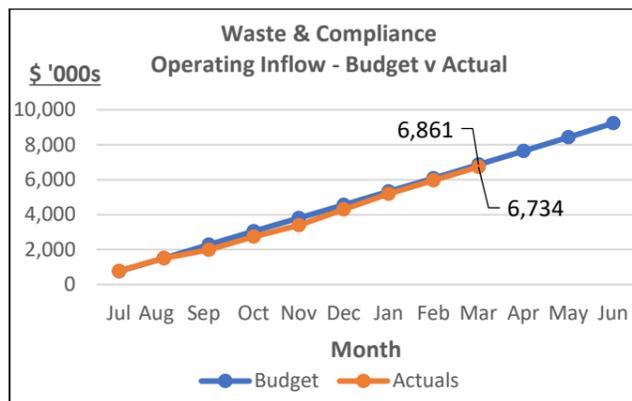


Under the 4-year Delivery Plan, the *Section* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Planning and Environment Directorate directly oversees the delivery of these outcomes.

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. <i>(S DPE)</i>	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. <i>(S DPE)</i>	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. <i>(S DPE)</i>	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. <i>(S DPE)</i>	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.	●

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 draft from the fire services design has been reviewed and sent back for required changes.
- 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 and is awaiting the final designs and specifications after a request for further information was sent through to the design 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. The team is likely to push this project back due to budgetary constraints and investigate grant funding opportunities with NSW EPA.
- Council has finalised and submitted 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. Signage and education materials has now arrived to educate and advertise the new collection scheme.

Compliance

- 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.
- Compliance and Enforcement Policy currently with Risk & Governance for compilation and comment.
- Capital Works proposal has been submitted for new Moama pound.

- Secondary meeting has occurred with Campaspe to determine the viability of utilising their Animal Shelter Facility in lieu of a new facility in Moama. Awaiting costings from Campaspe to enable Business Case to be compiled.

Environmental Health

PART E: Business as Usual

Waste

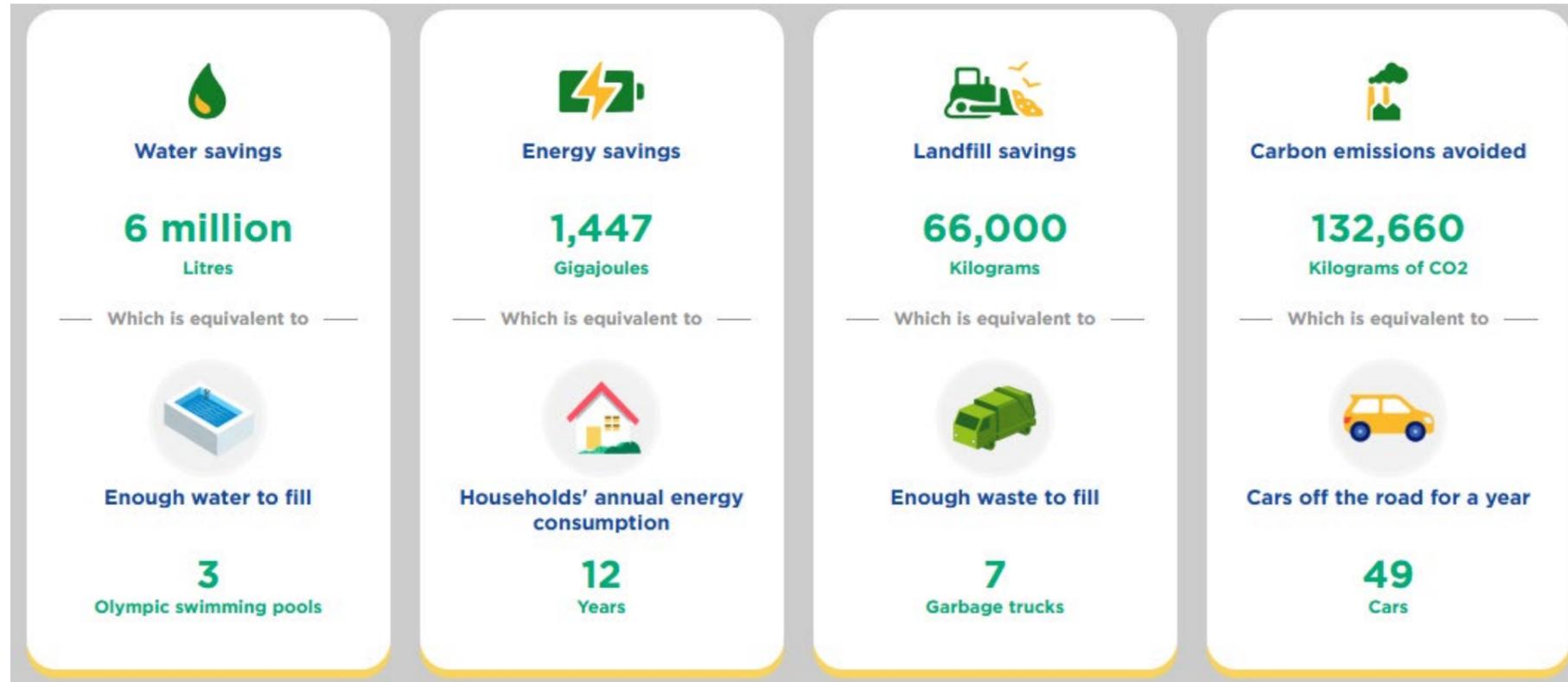
- Councils waste team have been investigating tyre recycling options and awarded Tyrecycle the tyre collection across Councils waste facilities.
- The Return and Earn facility is starting to attract some volume with over 1.2M containers processed through the facility and the largest volume to date was 29,000 in a day thus far.
- The Waste team have placed a security camera up at Moulamein Landfill and a security system is set to be installed at Barham Transfer Station following its 2nd theft incident in the last 4 months.
- A hire landfill compactor has arrived on site following transmission and differential failures with the Caterpillar 816 supplied under operating lease.
- A mattress collection and greenwaste processing is also being completed over the month of March.

Compliance

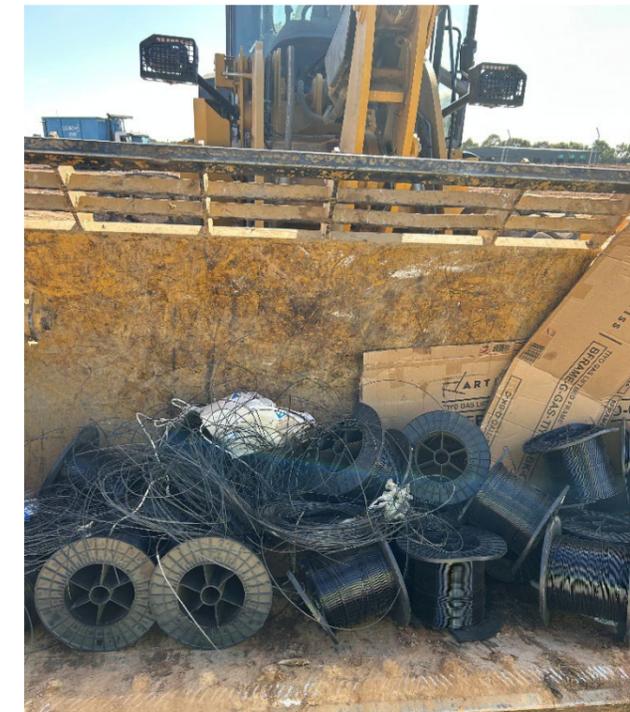
- There have been over 90 animals through the Moama and Barham pounds to date.
- Periods of leave have left the team at 1 ranger along with Superintendent providing assistance when required.
- Staff are contacting the recorded owners of the 3,800 companion animals microchipped in the MRC that are not recorded as being registered.
- Enforcement action is increasing.

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.



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

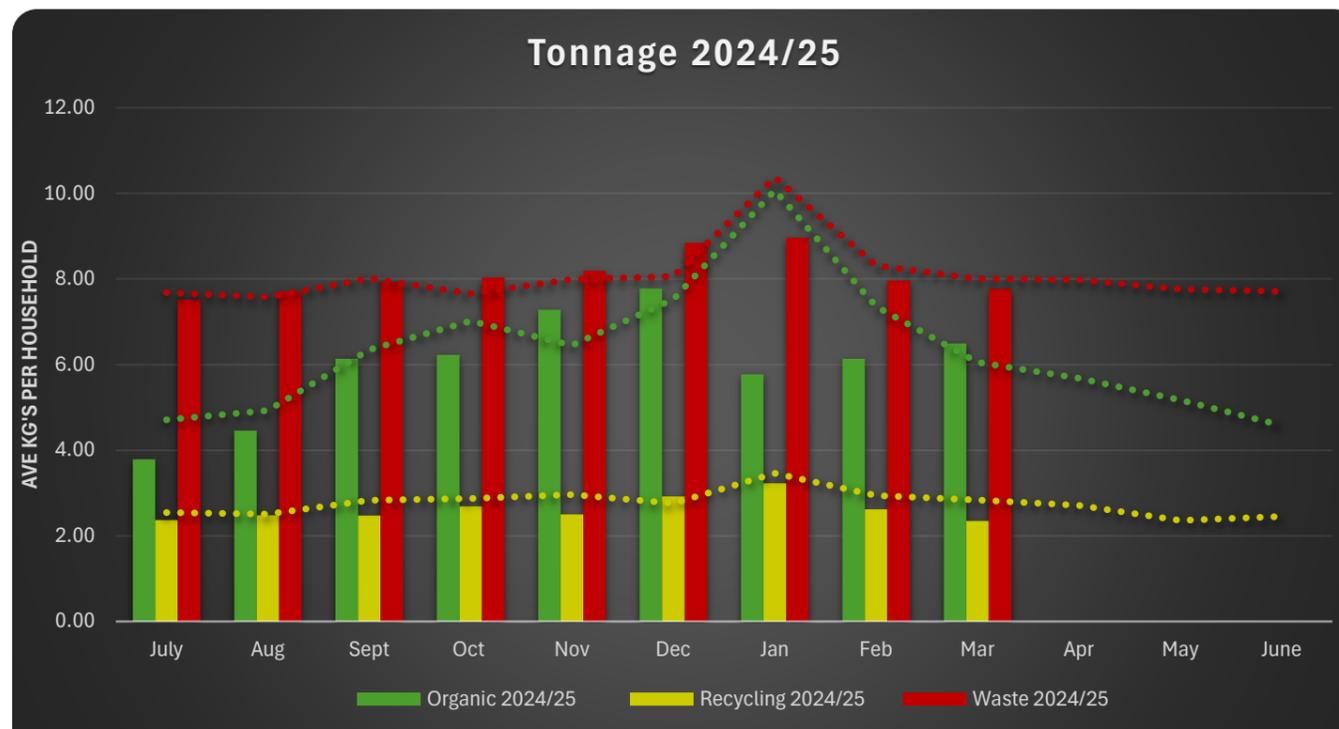
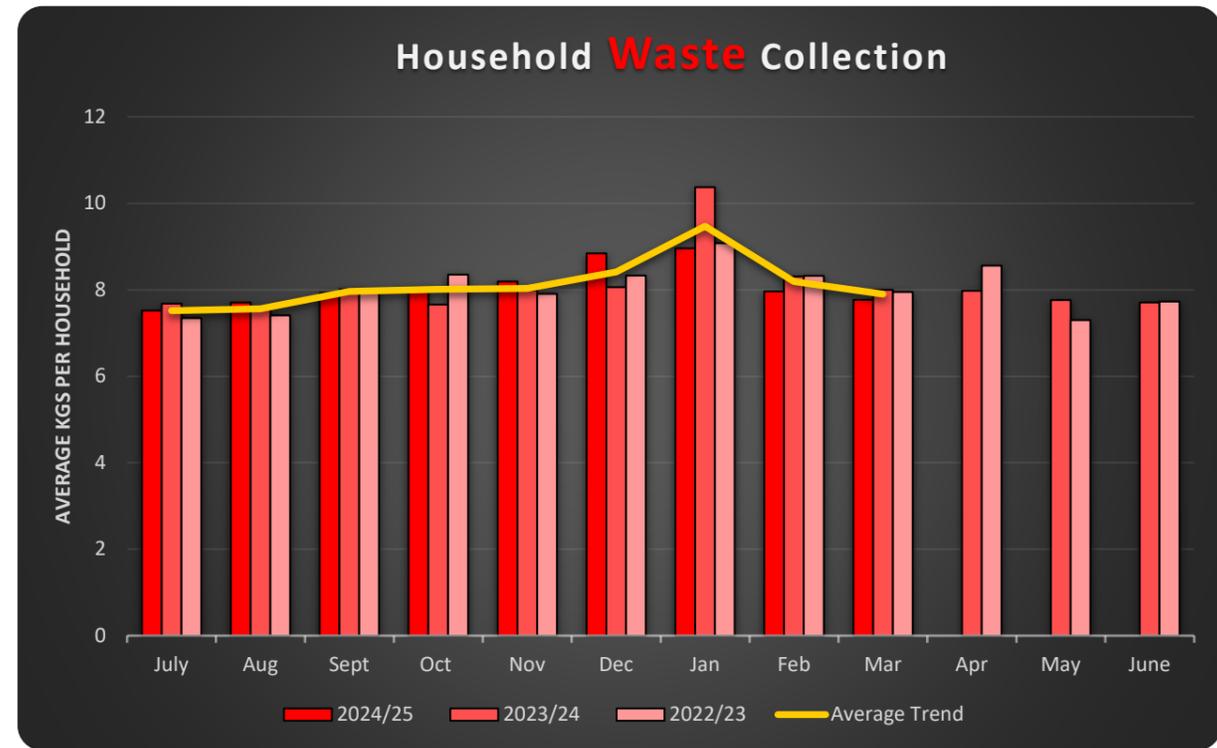
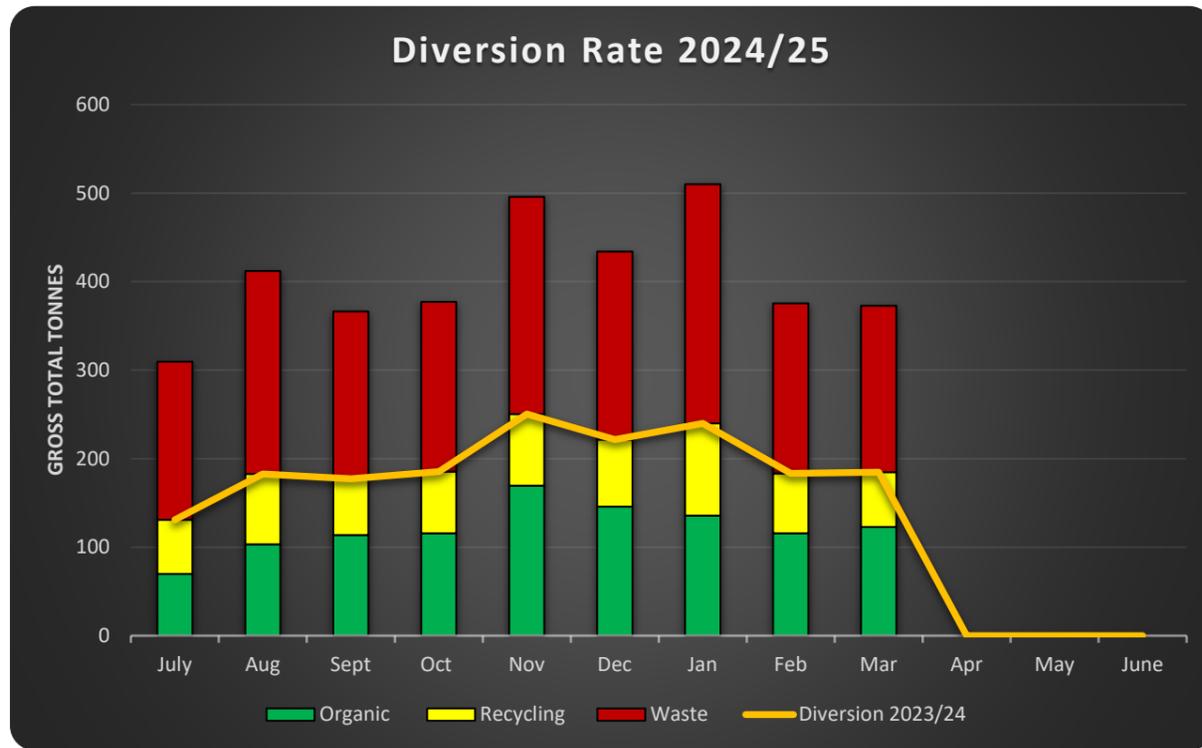


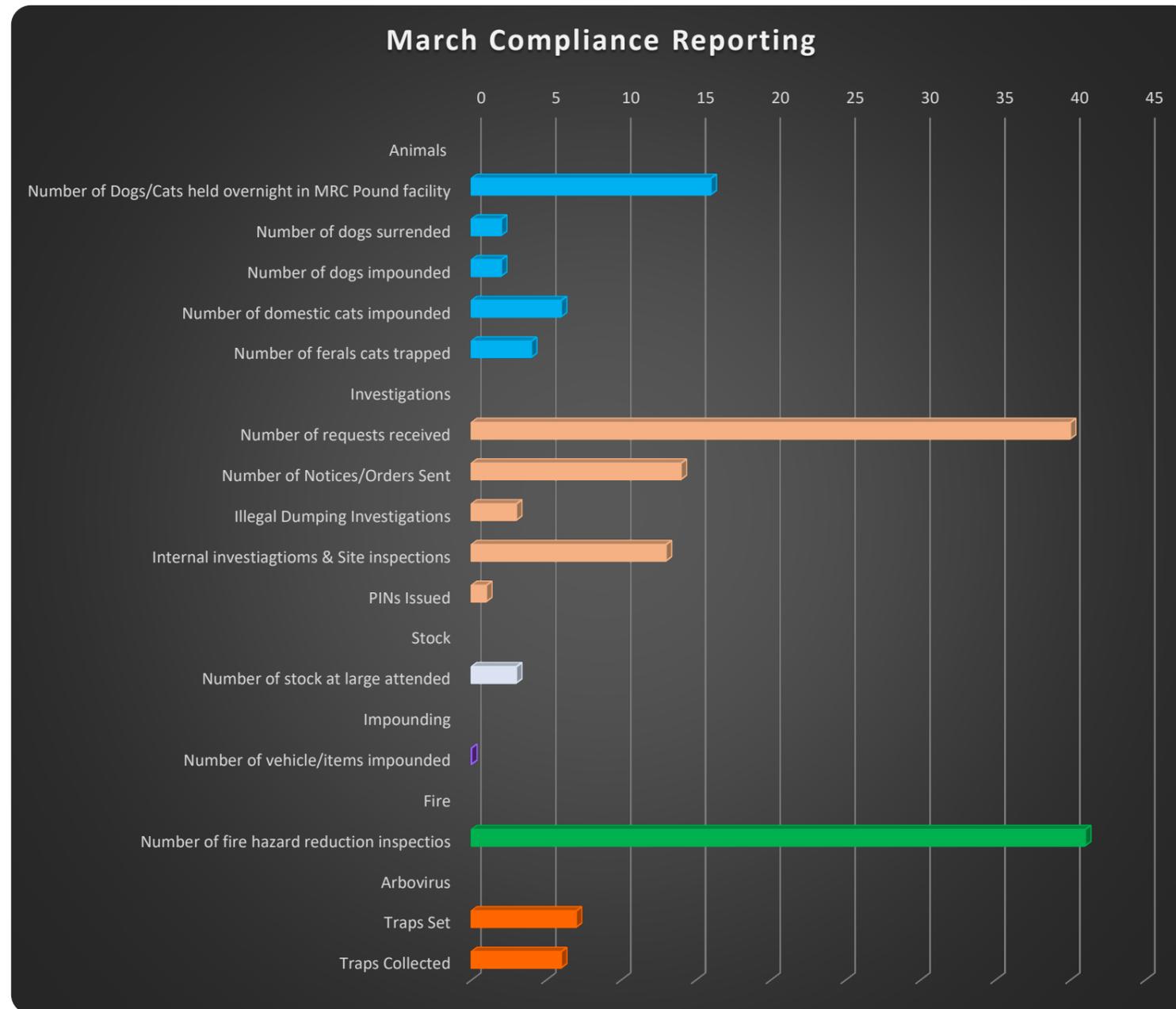
A surveillance camera has been installed at the Moulamein Landfill.

Tutt Bryant have supplied a Bomag landfill compactor whilst the Cat 816 is in Westracs workshop for differential and Transmission repairs under warranty.

The Waste facility staff recovered bundles of wire and recover mattresses and tyres that are removed from commercial loads at Moama Waste Management Facility.

PART F: Service Metrics





Escalated Customer Service Reconciliations to CEO level

Date	Customer Compliant	Action Undertaken	
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Risk Management

Date Updated	Risk Details	Existing Controls/Challenges	Required Actions	
12/09/22	No CCTV cameras at Barham Pound facility. High risk to on call Ranger who may be required to attend 24/7 should a break in occur. Identify / reduce incidents.	No existing controls.	Cameras have been installed	●
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.	●
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.	●
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 has had 1.2M 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 90 animals through the Moama and Barham pounds to date this financial year.
- Staff are contacting the recorded owners of the 3,800 companion animals microchipped in the MRC that are not recorded as being registered.

PART A: Section Accountabilities and Team Roles

Director of Infrastructure –		
Aligning and giving direction for all Council infrastructure of the Council region.		
A focus of ensuring an adequate level of service and expectation is delivered for our communities.		
Accountabilities		
#	SBPO	Accountability
	S	Water and Sewerage
	S	Transport Services
	S	Strategic Assets
	S	Project Management Office
	S	Infrastructure Integration
	S	Intergovernmental Relations – Infrastructure
	B	Intergovernmental Relations – Operations and Major Projects
	B	Bridge Collapse Planning

Key Performance Indicator	Evidence/Comments:	
By Nov 23 Investigate and work with other councils to harvest synergies.	Monthly meeting with Edward, Berrigan, and Murrumbidgee Director Engineering.	●●●
By Dec 23 lead the council wide energy reduction and management program: investigate, plan, business case, funding and delivery.	Energy Efficiency projects being prioritized. Federal Government have announced funding for Local Government Energy Efficiency Projects that will have guidelines released in December.	●●●
Consider opportunities to on-sell services, eg other councils, Transport for NSW etc		●●●
Flood expenditure under the DRFA to be claimed and reimbursed within 6 months.	Yes. Refer to Works update for up to date break down of submission	●●●
Advocate on behalf of MRC, in concert with RAMJO if required, to influence the NSW Government with regards to infrastructure issues and policies.	I am chair of the RAMJO Local Water Utility group. Recenelty commenced and starting to see some improvements through collaboration.	●●●
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.	●●●
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.	●●●

PART A: Section Accountabilities and Team Roles

Manager Water Services	Manager Infrastructure Projects	Manager Plant, Fleet and Stores	Manager Works	Manager Building and Facilities																																																																																																																																																																																																																																																																																																																																							
<p>This team is now solely focused on implementation and the “doing”.</p> <p>This team will provide these services based on Service Level agreements with Delivery Managers</p> <ul style="list-style-type: none"> Water source access (including alternative supply options) Water and wastewater treatment processes Water distribution and quality Waterwater collection Water efficiency and reuse Emergency 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>This group will be a one-stop-shop for all things Project Management.</p> <ol style="list-style-type: none"> technical advice and information to the rest of the organisation Delivery Manager for some projects (almost all hard assets) <p>If you have a ‘soft’ asset project it can still be handled here. Their services include:</p> <ul style="list-style-type: none"> Scoping, Pricing, documentation Designing, project managing, on-site supervision Cost planning, procurement and contract administration, writing tenders, advertising and auditing. <p>Next year Business Managers must bid for projects- and provide a Business Case & use the MRC Project Management Framework. This team will provide advice on high level costing & scope of the project, then if successful in getting funding through ELT & Council, provide a detailed project brief, cost plan and project management (the delivery management).</p>	<p>This team will manage Council’s Commercial Functions that are the responsibility of Public Works</p> <ul style="list-style-type: none"> Fleet – heavy and light Stores - buying Depots – facilities management and optimisation <p>O Including Real Estate services (Delivery Management) to other Business Managers who are responsible for building assets (eg community buildings, park buildings)</p> <p>O Leases, Deeds high level agreements to do with all property issues. (Not to be confused with Building Maintenance or Building Asset Management Planning)</p> <p>This team will also provide commercial due diligence on any proposed “money making” projects within the Organisation.</p>	<p>This team is now solely focused on implementation and the “doing”.</p> <p>Ricki is the 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 Works Roads Bridges Ancillary furniture Emergency Services and After Hours Response <p>Their work will include:</p> <p>Roads, Footpaths, Stormwater, , Bridges, Signage and Linkemarking, Bus shelters, Seats, Street scaping, Kerb and gutter, pavements, Verges, Traffic islands, Streetlighting etc</p>	<p>Manage the ongoing viability of Council’s approximately 300 buildings and facilities through robust asset management plans and practices.</p> <p>Engage and consult with stakeholders to identify requirements, develop strategy and compile the long-term financial plan.</p> <p>Manage the annual capital and operational budgets.</p>																																																																																																																																																																																																																																																																																																																																							
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(Yellow)		P	Plant, Fleet & Equipment Administration		P	Toll & Fleet Arrangements		P	Testing of Pressure Vessels		P	Depot Management Projects		O	Purchasing Delivery Service		O	Purchase of Waste Plant, Fleet & Equipment		O	Plant, Fleet & Equipment Stakeholder Consultation & Engagement		O	Chair Plant and Heavy Fleet Liaison Committee		O	Purchase of Outdoor Plant Vehicle & Equipment (Yellow)	<p>Accountabilities</p> <table border="1"> <thead> <tr> <th>#</th> <th>SBPO</th> <th>Accountability</th> </tr> </thead> <tbody> <tr><td></td><td>B</td><td>Hazardous Spills Preparation</td></tr> <tr><td></td><td>B</td><td>Flood Preparation</td></tr> <tr><td></td><td>B</td><td>Kerb & Guttering</td></tr> <tr><td></td><td>B</td><td>Driveways and Crossovers</td></tr> <tr><td></td><td>B</td><td>Town Maintenance Areas</td></tr> <tr><td></td><td>B</td><td>GPS in Graders</td></tr> <tr><td></td><td>B</td><td>Grant Funding Applications for Roads</td></tr> <tr><td></td><td>B</td><td>Ancillary Transport Infrastructure</td></tr> <tr><td></td><td>B</td><td>Traffic Management</td></tr> <tr><td></td><td>B</td><td>Regional Road Repair Program</td></tr> <tr><td></td><td>B</td><td>Road to Recovery Program</td></tr> <tr><td></td><td>B</td><td>Heavy Vehicle Permits</td></tr> <tr><td></td><td>B</td><td>Road Cleaning Management</td></tr> <tr><td></td><td>B</td><td>Transport for NSW Services</td></tr> <tr><td></td><td>B</td><td>Bridge Maintenance</td></tr> <tr><td></td><td>B</td><td>Bridge Capital Works</td></tr> <tr><td></td><td>B</td><td>Streetlights</td></tr> <tr><td></td><td>B</td><td>Geotechnical Infrastructure and Soil Testing</td></tr> <tr><td></td><td>B</td><td>Works Project and Safety Plans</td></tr> <tr><td></td><td>B</td><td>Management of Town Maintenance (Public Furniture – Transport)</td></tr> <tr><td></td><td>B</td><td>Grant Funding applications for Footpaths and Bike paths under RMS</td></tr> <tr><td></td><td>B</td><td>Private Road Maintenance</td></tr> 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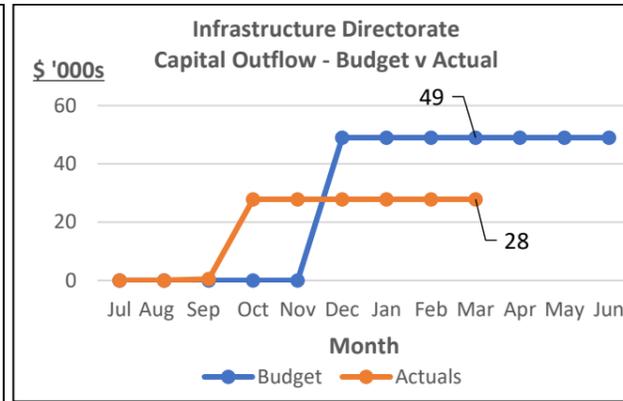
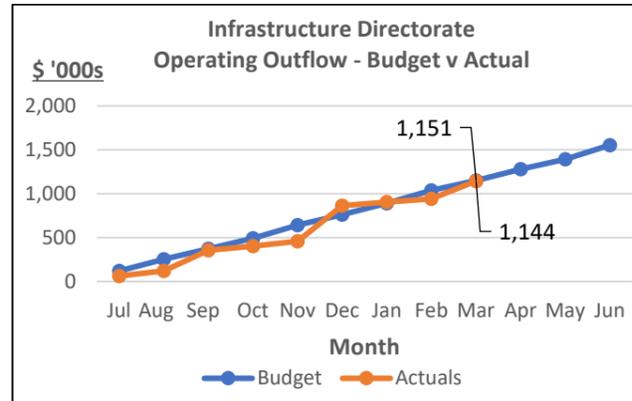
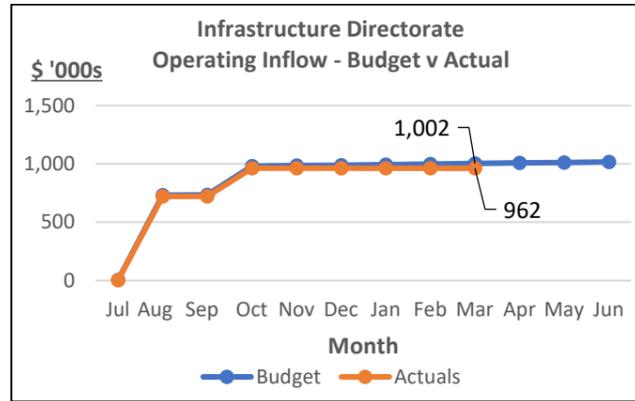
O	Caravan Park Maintenance Water Services	P	Potable Water Infrastructure	O	Management and Maintenance of Light Motor Vehicles (White)	B	Sealed Road Management	O	Location Management Site Specific Operations
O	Monitoring and Renewal of Water Licensing	P	Survey, Investigation & Design projects that are 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	● ● ●
				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.	●
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.	●
		(DP 3.4.2) Community Safer Spaces Plan actions implemented.	B: DI P: O:			✓	✓		

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	
				●●●

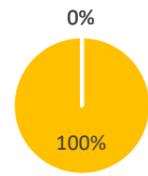
PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

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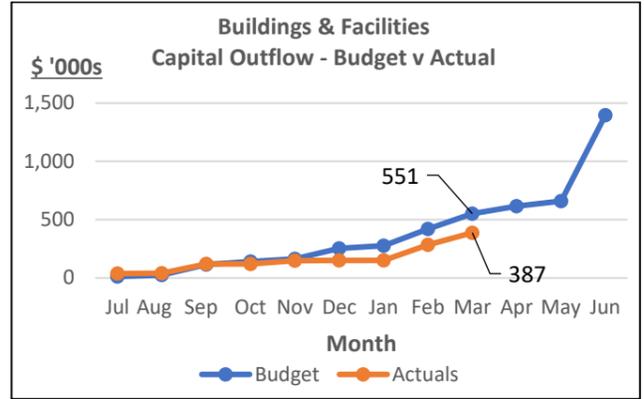
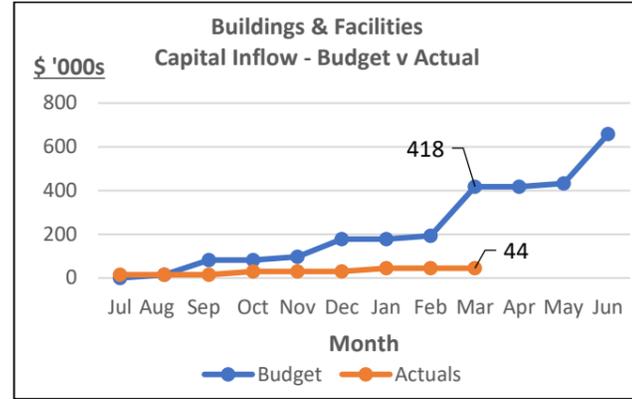
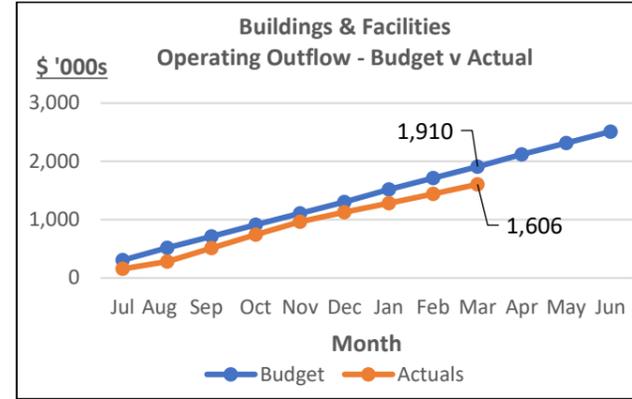
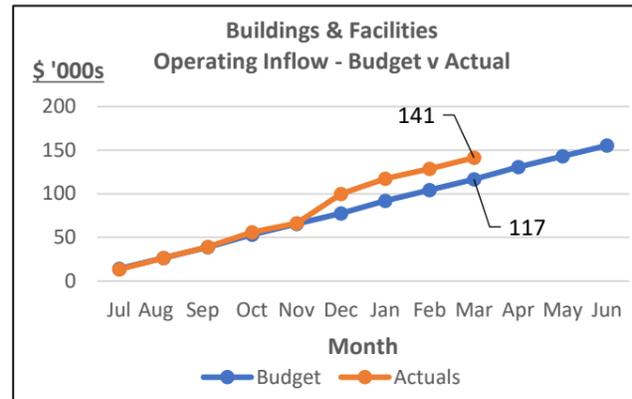
PART B: 4 Year Delivery Program and 1 Year Operational Plan

Operational Plan Delivery



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	● ● ●
				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. • Goodnight Hall – Restoration of the hall floor underway. Rotted and damaged sections have been replaced. Full sand and clear coat scheduled for coming months. • Koraleigh Hall – Full upgrade of the buildings electrical wiring completed to ensure the building is electrically safe. 	●
		(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 D: Project Status

Project Title	Total Project Budget	Expenditure to date	Budget Remaining	% Works Complete	Status/Comments	
Asbestos remediation works – Council Buildings (FY25)	\$55,500	\$3182	\$52,318	5%	Planning phase. Quotes being sort for QR codes tracking system.	●
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.	●
Liston CP Revitalisation	\$75,500	\$67,717	\$7,283	85%	Current site holder notified to fully vacate sites by 01 Sept 2022. Full site audit and associated report completed. Councillor briefing session held 31/05/2022. RFQ for options paper sent to specialist tourist park consultants 08/06/2022 (closes 22/06/2022). Awaiting legal opinion regarding several matters. MRC to send further communication to site holders once received. Additional correspondence sent to site holders 22 June 2022. Large skip bin supplied to assist site occupants with disposal of smaller items. Stage 1 works will commence in mid August 2022 to demolish derelict buildings (old toilet blocks & shed). Demolition works now scheduled for mid October – delayed due to weather. Only one site remaining which has been partially decommissioned – due to be finalised by 18/10/2022. Demolition works completed November 2022. Scope Consulting have submitted draft final report. Staff currently reviewing findings and recommendations. Report being revised based on staff review and recent advice from Crown Lands. Councillor workshop held on 12/09/2023 to discuss report and options. Report to be drafted for next Council meeting. 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).	●
Caldwell Hall - Bathroom (x 2) refurbishment and re-stumping the childcare building.	\$59,290	\$18,091	\$41,199	50%	Planning phase. Quotes received for restumping and contractor appointed. Restumping of the childcare building (as identified in the 10 year renewal plan) has been completed.	●
MVBC Park Public Toilets Upgrade	\$187,926	\$0	\$187,926	0%	Subject to successfully obtaining grant funding. Awaiting opening of suitable funding opportunities.	●
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. Schedule of works has been completed and quotes being obtained.	●
MVBC Stage 1 – Security Upgrade & Library Renovation	\$410,000	0%	\$410,000	10%	Finalising Tender documents. 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.	●
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. Works completed and toilet reopened to the public.	●
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 RFF has been lodged with NSW RFS. Build completed and now in 12 month defects monitoring period.	●
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. All issues resolved and gates are operational.	●

PART E: Business as Usual

Goodnight Hall & Koraleigh Hall - Upgrades

Goodnight Hall – Restoration of the hall floor underway. Rotted and damaged sections have been replaced. Full sand and clear coat scheduled for coming months.
 Koraleigh Hall – Full upgrade of the buildings electrical wiring has been completed to ensure the building is electrically safe.

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)

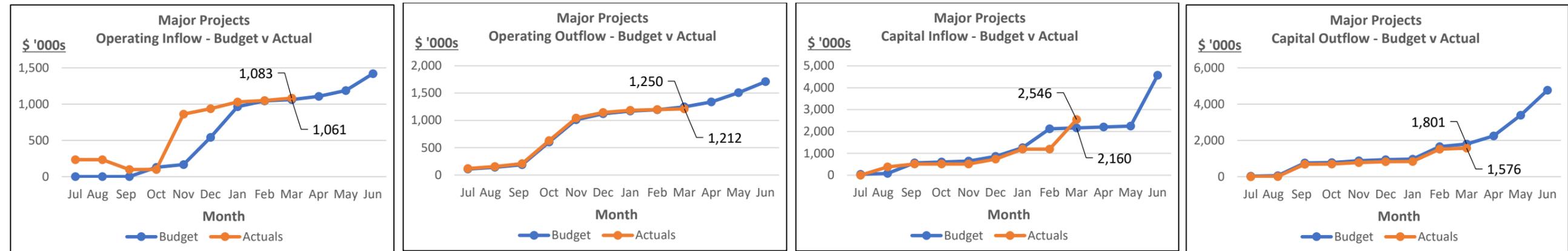
PART A: Section Accountabilities and Team Roles

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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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:	
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. Piles driven with works commencing on pile caps. Construction is two weeks behind the original schedule, due to difficulties created by waterlogged creek bed, this delay is compounded by company shutdown over Easter. Contractor to provide updated program demonstrating acceleration of tasks to achieve end of June deadline. Tender for construction of bridge approaches has closed and submissions evaluated. Contractors shortlisted with clarification to be sent out.</p> <p>Next steps: Work with Bridge construction contractor to accelerate construction. Engage preferred contractor for bridge approach construction</p> <p>Project flagged as amber due to tight timelines with funding deadline of 30th June, 2025.</p>	●●●
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 - Culvert and subgrade installation - Pavement installation <p>Upcoming works:</p> <ul style="list-style-type: none"> - Box culvert in swale drain - Guide Post and Signage - As-Built survey & documentation 	●
Barham River Estate Levee Upgrade (Floodplain Management Program)	<p>ON-HOLD.</p> <p>Project is funded under the 2023 Floodplain Management Grants.</p>	●

	Council moved to defer this project until the Barham Flood Study has been completed and adopted by Council.	
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> <p>LiDAR Data is expected to arrive by the end of April. EOT submitted to grant fund as a result.</p>	●
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. Design runs are almost complete.</p> <p>Next Steps: Flood Risk Management Committee meeting to discuss model results. Share results via online portal for community feedback.</p>	●
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 and Stormwater outlets has reached issue for tender (IFT) with comment to be included into issue for construction drawings following the review by preferred construction contractor. Tender for Stormwater outlets and triangle footpath works has closed and submissions evaluated. Contractors shortlisted with clarification to be sent out.</p> <p>Overall Project to be completed by December 2026.</p>	●
Design for Barham Sewage Treatment Upgrade	<p>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, along with design packages for the rising mains, ponds, and decommissioning of the current STP.</p> <p>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.</p>	●
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)	<p>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 30th June 2025. Field inspection / assessment mostly completed. Draft L2 reports have been provided for review, with comments sent back to consult for update.</p> <p>Next Steps Continue to complete assessments and develop reports Work with consultant to link asset data to enable easy handover.</p>	●
Barham flood study review (Floodplain Management Program)	Tender closed 7 th March 2025. Evaluation in progress to progress to contract award. Clarifications sought from interested suppliers.	●
Mathoura and Picnic Point flood study (Floodplain Management Program)	Tender closed 7 th March 2025. Evaluation in progress to progress to contract award. Clarifications sought from interest suppliers.	●
Little Forest Remediation	<p>Grant deadline extended by 12 months until June, 2026.</p> <p>Council received email from Heritage NSW enabling project to progress. Cultural heritage consultant and earthworks contractor have removed most of the temporary levee and remediated sites as they progressed.</p> <p>Next steps Earthworks contractor will then tidy up access track and Cultural heritage consultant will finish of remediation and documentation of sites with Archaeologist. Most of the works to be completed before Easter. Engage Local Land Services to reseed disturbed area with native seed towards the end of May (weather dependent) Complete final walk over with Cultural heritage consultant and submit document to close out with Heritage NSW.</p>	●
Concept design for Moama Sewerage Scheme Upgrade (Safe Secure Water Program)	<p>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.</p> <p>Project Status Green – On Track.</p>	●

Kiely Road Moama Shared User Path (Local Roads and Community Infrastructure)	Procurement underway. RFQ distributed to market, submissions reviewed, evaluation to award contract for construction in progress.	●
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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	●

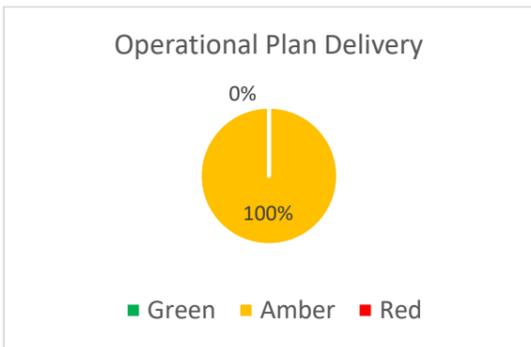
PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

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 Works Roads Bridges Ancillary furniture Emergency 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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	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							
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	P	Private Road Maintenance							
	P	Rural Roads							
	P	Hazardous Spills							

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



Under the 4-year Delivery Plan, the *Section* relates to: vehicular, aviation, cyclists; car parking; quarries; delineation, line marking, signage and lighting; emergency response and on-call; traffic committee administration; and risk mitigation. The Infrastructure Directorate directly oversees the delivery of these outcomes.

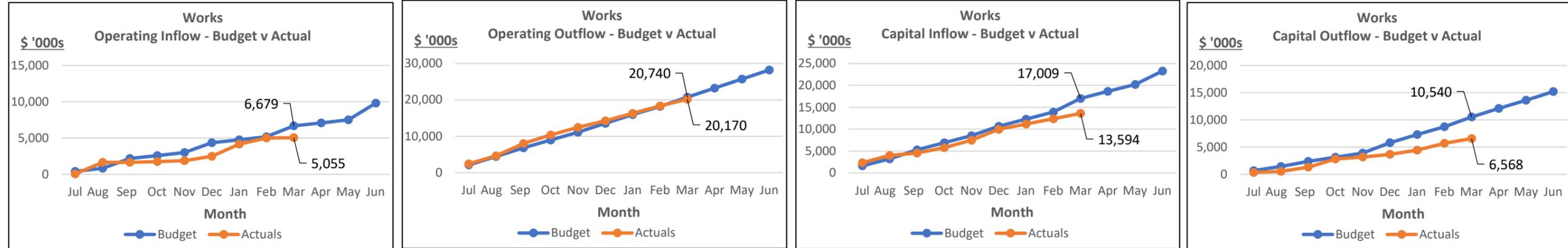
4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
Theme 1 – Goal 1 - Facilitate Circular Economy									
1.2- Enhance waste and recycling programs to increase resource recycling across LGA									
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area. <i>(S DPE)</i>	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.	Amber
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 <i>(S DI)</i>	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.	Green
	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	Amber

								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	✓	✓	✓	✓	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. Works completed, in progress or still under investigation include, but not limited to, the following: <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. These works demonstrate our proactive approach in addressing the region's stormwater infrastructure needs, ensuring resilience against future challenges. Furthermore, other than upgrade works, Council also completed increased maintenance works on roadside drainage, table drains, inground pipes, pits and gross pollutant traps (GPTs).	●
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	✓	✓	✓	✓	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.	●
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	✓	✓	✓	✓	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. 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.	●
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	✓	✓	✓	✓	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. 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.	●
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		✓	✓	✓	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.	●
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 identify and develop new truck parking locations and upgrade existing locations as required across the region. Moama Township Plan will be the initial priority.	B: MW P: MCE O: PE	✓	✓	✓	✓	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	●

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

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.	Stage 1 on schedule, due for sealing early April. Next section is Stage 5, coordinating in with external works at the Cobb Highway intersection and utilising the same traffic control and road closure arrangements.
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 assessment in progress for Maddy Road and Moulamein Road bridges.
Various	Regional Emergency Roads Repair Fund (RERFF)	Regional Emergency Roads Repair Program 2024-2025	Planning / Construction	30%	In progress.	Barmah Road works and reseals in progress (see below line items). Resheeting works completed. Heavy patching works nearing completion (currently on Barham Road, working towards Deniliquin and then finish on Barmah Road).
Moama	Regional Emergency Roads Repair Fund (RERFF)	Barmah Road Rehabilitation & Widening	Construction	85%	In progress.	Bus stop works in progress. Pavement works completed, sealing of final stage due in early April.
Kyalite	Co-funded Fixing Country Roads Round 6 (55%) Council – Block Grant (45%)	Kyalite Road Widening	Planning	8%	In progress.	Stage 1 commenced. Communications continuing on radio and website.
Various	Council	LGA Levee Program	On hold	5%	On hold	Delayed until FY25/26.
Various	Co-funded Council Local Roads & Community Infrastructure (LRCI) Regional Emergency Roads Repair Fund (RERFF)	Unsealed Road Resheeting	Construction	80%	In progress.	Rectification to Old Deniliquin Road to address excess dust completed. Murrabit Road completed.
Mathoura	Local Roads & Community Infrastructure (LRCI)	Mathoura Footpath Construction	Closure	100%	Completed.	
Mathoura	Local Roads & Community Infrastructure (LRCI)	Mathoura Footpath Renewal Program	Closure	100%	Completed.	

Moama	Local Roads & Community Infrastructure (LRCI)	Cycle Path – Five Mile	On hold	0%	On hold.	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	10%	Planning.	Quotations under review.
Various	Local Roads & Community Infrastructure (LRCI)	Kerb & Gutter Renewals	Planning	10%	In progress.	Tender assessment in progress.
Moulamein	Local Roads & Community Infrastructure (LRCI)	Moulamein Footpath Construction	Construction	10%	In progress.	Quotations under review.
Moama	Local Roads & Community Infrastructure (LRCI)	Kiely Road Footpath	Planning	2%	In progress.	RFQ in progress.
Moama	Council	Clark Court Stormwater	Construction	10%	In progress.	Service relocations in progress.
Various	Council	Urban Street Reseals	Construction	10%	In progress.	Works scheduled for April.
Various	Regional Emergency Roads Repair Fund (RERRF)	Local Road Reseals	Construction	15%	In progress.	Works commenced.
Various	Block Grant	Regional Road Reseals	Construction	30%	In progress.	Works commenced.
Various	Block Grant	Regional Road Signs & Guardrails	Closure	100%	Completed.	Works completed in Moulamein.

PART E: Business as Usual

Stage 1 of Kyalite Road works have commenced, thanks to Barham staff undertaking these works and working away from home.

Reseal works have commenced, with the Contractor progressing on schedule. Regional and Local Roads are scheduled first, followed by Urban Roads.

Joint Planning Assessment completed with TfNSW for future works on Cobb Highway and Yanga Way.

Attendance to the Municipal Work Conference in Bendigo.

Great progress made on Barmah Road works, nearing completion.

Centre Road works underway. Works will be divided into five (5) stages due to location with Cobb Highway, Hillside Road and Moama Waste Facility.

Planning for Cobb Highway and Centre Road intersection upgrade with TfNSW. TfNSW will be funding deep lift asphalt works.

Culvert maintenance on Cobb Highway for TfNSW.

Cobb Highway and Yanga Way shoulder works currently being scope with TfNSW.

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

- Asset inspections – 81 No.
- Correct surface defect (crack) – 3,425m².
- Correct surface shape (shoves) – 140m².
- Edge break repair – 25,920m.
- Edge drop repair – 3,675m.
- Guidepost maintenance – 3 No.
- Maintain signs – 2 No.
- Repair pothole – 261 No.
- Replace signs – 2 No.
- Safety barrier maintenance – 132m.

Defects Accomplished

- FY – 2,245
- Month – 191



Stage 3 Barmah Road works.



Stage 3 Barmah Road works.



Stage 1 Centre Road works.



Lawson Drive kerb and gutter works.



Lawson Drive heavy patching works.

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.

February figures were not available at the time of last reporting and are therefore provided below.

Application	Received YTD	Completed YTD	Received in February	Completed in February	Pending / To be Completed	Application Returned for Further Information
Road Opening Permits	112	109	21	21	0	3
Driveway / Crossover Applications	26	21	2	2	0	1

For the current month, 23 new applications have been processed for ROPs and driveway / crossover applications.

Application	Received YTD	Completed YTD	Received in March	Completed in March	Pending / To be Completed	Application Returned for Further Information
Road Opening Permits	122	116	10	7	2	1
Driveway / Crossover Applications	30	21	4	2	1	1

Pre-pour inspections for driveways / crossovers: 10

Culvert installation inspections: 0

Pre-application consults: 4

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
- 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
- Waugorah Road
- Womboota Road

The original deadline to complete the final phase was 30 June 2025 however this has now been extended to 30 June 2026.

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						
2020	12	18	Fatal	5	5.9%	Killed	5	4.5%
2021	16	18	Serious Injury	7	8.2%	Seriously Injured	7	6.3%
2022	14	23	Moderate Injury	24	28.2%	Moderately Injured	30	26.8%
2023	22	28	Minor/Other Injury	49	57.6%	Minor/Other Injured	70	62.5%

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	● ● ●

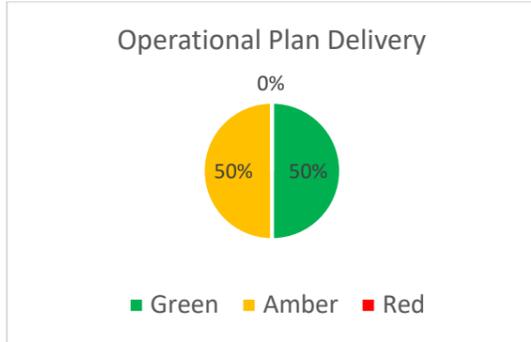
PART G: Executive Summary (Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

The final road infrastructure projects for FY24/25 continue to progress well across the region. Stage 1 of the Kyalite Road works is underway, with Barham staff supporting delivery while working away from home. Works on Barmah Road are nearing completion, while Centre Road upgrades have commenced and will be delivered in five stages due to site complexity. Reseal works are on schedule, starting with Regional and Local Roads before moving to Urban Roads. Planning with Transport for NSW (TfNSW) has been completed for future upgrades on Cobb Highway and Yanga Way, with additional planning underway for the Cobb Highway and Centre Road intersection upgrade, which will include TfNSW-funded deep lift asphalt works. Routine maintenance and operational activities have continued across the network, and Council staff recently attended the Municipal Works Conference in Bendigo to support ongoing professional development. The deadline for flood recovery works has been extended by TfNSW by 12 months to 30 June 2026.

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 processes Water distribution and quality Wastewater collection Water efficiency and reuse Emergency 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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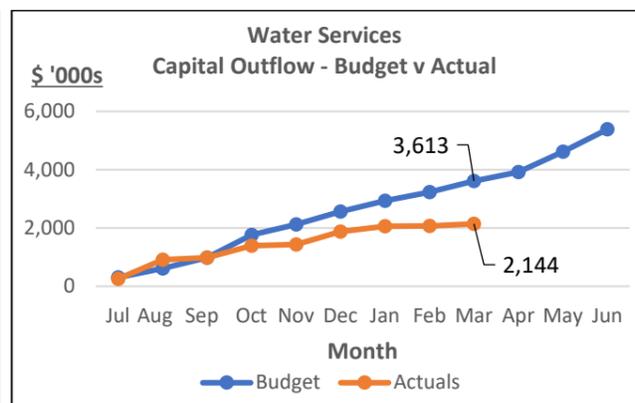
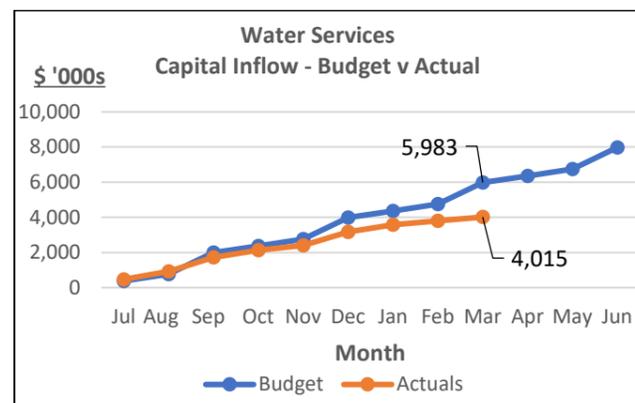
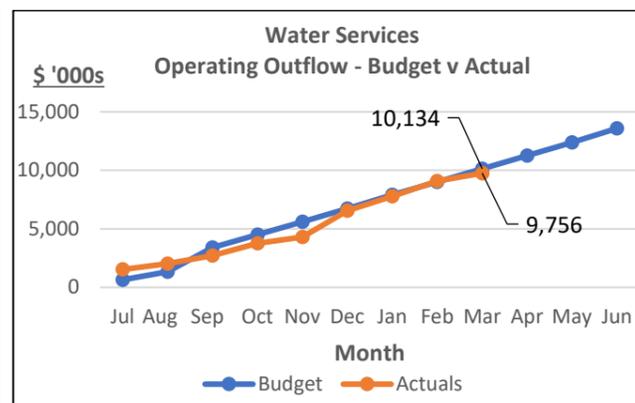
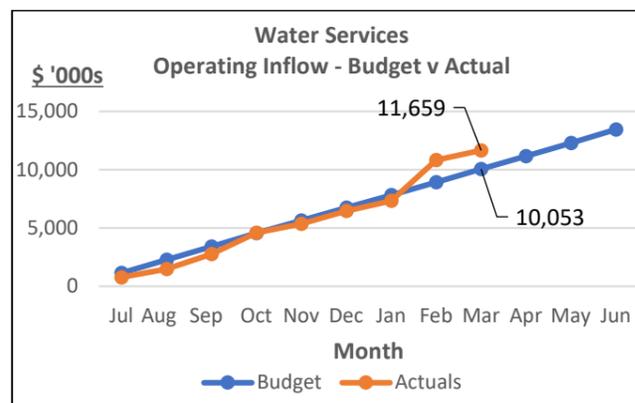
PART B: 4 Year Delivery Program and 1 Year Operational Plan



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

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	Status
				1	2	3	4		
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.	Green
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.	Amber

PART C: Financial Outcomes



PART D: Project Status

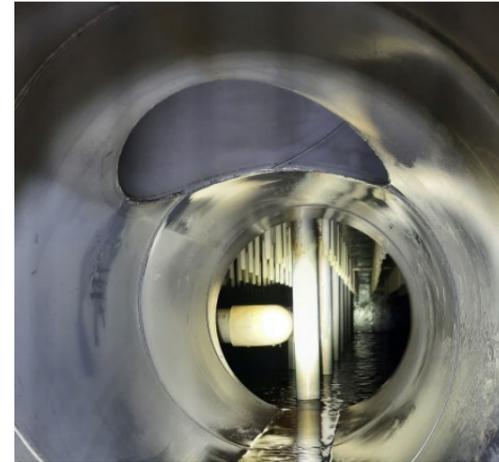
Location & Service	Type of Work	Project Description	Status	% Works Complete	Comments
Barham Filtered water	Capital Upgrade	Booster pump for Barham Filtered water town supply. The project will result in a significant increase in water pressure for Barham residents.	Complete	100%	<p>Asset has been commissioned and operational.</p> <p>Detailed design complete.</p> <p>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.</p>
Koraleigh Raw Water network.	Capital Project	Design, consultation, and construction of Raw Water network in Koraleigh.	Complete	100%	<p>Asset has been commissioned and operational.</p> <p>Design is and consultation complete. Project is out to tender for construction. Tender process completed materials ordered for construction.</p>
Barham Sewer Scheme	Capital Upgrade	Design and construction of Barham Town Sewer Scheme.	Tender	80%	<p>Draft designs under review. Final draft for pump station dry well conversion complete.</p> <p>Tender in progress</p> <p>Preliminary Environmental assessment drafted. Preliminary designs revised and feedback provided for consideration.</p>
Moama Sewer Scheme	Capital Upgrade	Design of the Moama Sewer treatment to support growth and sustainability.	Tender	40%	<p>Water reuse options under assessment for concept designs.</p> <p>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.</p>
Wakool water reservoir renewal	Capital Renewal	Replacement of the existing filtered water reservoir for Wakool water supply (Stage 1 of 2)	Under construction	60%	<p>Construction commenced for footing and pipework, town network showdown complete for additional valve installation.</p> <p>Procurement and design complete. Design finalised.</p> 
Moama WTP. PAC plant	Capital Upgrade	Design and construction of Powdered Activated Carbon plant and plant augmentation	Tender	20%	<p>REF and tender documents drafted ready for construction. Concept designs developed. Pre submission meeting with DCCEEW for section 60 approval complete</p>



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.	● ● ● ●

Risk Management

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

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.

PART A: Section Accountabilities and Team Roles

Manager Local Committees

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.

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.

Enable recognition of volunteer contribution, the value of which is understood, appreciated, and acknowledged.

Accountabilities

SBPO	Accountability
B	Section 355s
P	Section 355s
B	Volunteer Management
P	Volunteer Management
O	Volunteer Management
B	Community recovery

Community Recovery Officer

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.

Accountabilities

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

Under the 4 year Delivery Plan, the Local Committees (S355s) Section relates to: **3. Strategic Theme 3: A place of Liveable Communities**

3.1 - Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles - Sports and recreation facilities and spaces.

3.2 - Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles - Public buildings.

4 Year Delivery Program 2023-2026	Deliver, Partner, Advocate	Performance Measure	Responsible Officer	Year				Comments	
				1	2	3	4		
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:					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: <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 Event 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. 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.	
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:					The MLC and CRO have worked together to increase interaction with communities in several impactful ways: <ol style="list-style-type: none"> 1. Collaborative Events and Programs: <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. 	

CRO Deliverables:

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:

- Engaged with community meetings, AGMs and community network meetings to build connections.
- Engaged with current CROs from other NSW flood-affected LGAs.
- 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.
- 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 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.
- 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.
- Collaborating with Tooleybuc residents to fund and distribute commemorative cup and saucers for 100 year bridge celebration.
- Collaborating with Barham Lions to support Mardi Gras event in Easter and Wakool Progress association for the Sheep Races in March.
- Collaboration with MRC community services to provide art supplies for Moulamein Youth Hub and provide 2x seniors events for clients.

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.
- Collaborating with Manager Community Services and CRO to arrange volunteer week celebrations to show appreciation for MRC volunteers.

Business and Usual

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

Meetings attending during March:

[Barham School of Arts](#)

[Moulamein Community Health](#)

[Wakool Hall](#)

[Friends of Old Moama](#)

[Community meeting to form a band of volunteers to periodically open the old Moulamein Courthouse to visitors has been held.](#)

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	● ● ●

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

We have made significant progress in various areas:

- 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.

Photos from March events

